

Stages in Recruitment and its Importance: A Study

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Abstract—In recent times we have observed that Human Resource has gained the frontier in any organization, the quality and quantity of resources in any company or organization states the market capability of the organization or company. For any organization right candidate in right place and delivering proper output is the most important thing. There is much necessity for organizations to adopt the best recruitment process and policy for getting the best resources in the appropriate time frame. This paper mainly covers the effective ways to follow during the recruiting process and which process gives more effective result and which step we should conduct initially and later. Post implementation of this process better results in terms of effective time utilization, tagging right candidate to right opportunity and quality hire were observed.

Keywords— *Recruitment, Effectiveness, Steps, Human Resource*

INTRODUCTION

Recruitment is the way of looking around eventual candidates and aligning them to apply for job in the organization. Recruitment is the art of getting the proper candidate with proper skill set with right responsibility taking capabilities within a given time frame. Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employee effective measures to attracting that manpower in adequate number to facilitate effective selection of an effective workforce. [1] To talk in more brief manner recruitment is mainly divided into two forms Internal recruitment and external recruitment. Internal recruitment is one which is carried out for the organization by their own Talent Acquisition team for tagging the positions which are open, and the external recruitment is the one in which we generally take help of consultants, Vendors and recruitment agencies to fulfil the open positions. Effective recruitment and selection have always been one of a most pivotal for the organizations in the educational sector because of not having any absolute methodology for attracting, screening and finally finding the right person for the right job in an organization. [2] The recruitment process includes analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring, and adding the new employee to the organization. [3] For any organization to grow it is very essential that the resources in that organization are trained well and are treated properly in order to get excellent results from them, also service mentality plays a vital role into this. Most of practitioners from the HR area recognize that their hard and often repetitive work can be supported or even completely replaced by tools from the area of modern technologies. A lot of companies use online knowledge management systems or ATS to hire employees, exploiting the advantages of the

World Wide Web. These are termed as e-recruitment systems and automate the process of publishing positions and receiving CVs.[5] Appropriate recruitment effort will attract huge resources who are in look out for opportunity also while putting appropriate effort it is also important to maintain transparency with the resources throughout the process with clarity in their role and responsibility. The organizations have found many innovative ways in recruiting and staffing practices to adjust themselves to peaks and troughs in manpower planning. Since it has become very difficult to find and sustain talented people in an organization, recruitment is one of major human resource management practice these days.[8] Ultimately to get good organizational profits it must first have good and efficient work force with excellent deliverability and that is only possible by means of dynamic recruitment.

I. LITERATURE REVIEW

As per study of Thiruvengatraj T.R out of the various methods of sourcing candidates, the best one is – getting references via references and networking. In the process the author came across various experiences where the role of an HR and the relevant traits he finds in the candidates were displayed. Company should focus on long term consistent performance rather than short term. According to Ghulam Nabi et.al., selection procedures have influence over the fairness of recruitment procedures which means that there is not a clear recruitment strategy, and it depends on the nature of the selection procedures because in some cases the universities adopt short listing mechanism on the basis of details given in application form, while as in some occasions they also adopt written test to make short listing as well.

As per study of Dr. V. Vijay Anand HR manager of the selected organization must focus on selecting the right persons through other sources like campus, placements, sourcing, walk-in, consultancy etc. The selection is done by evaluating the candidate's skills, knowledge, and abilities which are highly required for the vacancies in the organization. According to Pushpendra Singh and Dr. Garima Mathur, analysis was accompanied among the employees of service sectors organizations covering 300 respondents. The data was composed through the means of questionnaire and the data was classified and evaluated carefully by all possible means. From the analysis report, it has been found that most of the employees in the company were satisfied but changes are also required inevitably according to the changing scenario of recruitment process that has a great impact on working of the company as a fresh blood, new idea enters in the company. According to Selina Solek et. al. E-recruitment

techniques and related technology were observed to be used, in the tasks of attracting applicants, processing incoming applications and communicating with candidates. Introducing a new technology in the recruitment process can have many benefits for organizations in the recruitment process but research about this is scarce.

According to research of Neil R. Anderson et.al, we need more sophisticated, theory-driven selection and recruitment research, which will provide real, hands-on support to practitioners. Also, we believe it is time for the recruitment and selection research to truly embrace the multi-level research paradigm to shed more light on how individual, team, and organizational-level predictors explain the pre and post-hire outcomes across the whole organization. As per study of Mr. A. Susairaj et. al. It was shown that 48% of the respondents said that there are more stages in recruitment and 56% of the respondents had undergone the personal interview and the 44% of the respondents had done the psychometric tests. According to Harpreet Singh and Roop Kam, Job portals and campus recruitment are the most widely used sources of recruitment in IT sector in NCR region. Campus recruitment is the most effective source of recruitment in the sector, as it may give good candidates both in terms of quality and numbers. As per study of Geetha R and Bhanu Sree Reddy D, Artificial intelligence is a technology which can work smartly as equal to human brain in different situations. It gains attention and importance in automating recruiting system when compared to traditional recruitment methods.

II. PROBLEM DEFINITION

- A. To observe step by step process used currently in virtual recruitment.
- B. To understand the importance of each process in virtual recruitment.

III. METHODOLOGY

This is totally a study paper which is drafted basis on the reviews from the literature. The above literature gives evidence of the importance of recruitment and its process. Also, the secondary sources that are used are journals, websites, other books and publications of the professionals for writing the whole paper. It was an attempt to also shadow the entire end to end recruitment process that is being carried out in different organizations.

IV. STEPS INVOLVED IN RECRUITMENT

1. Requirement qualification

This process involves complete understanding of the requirement this is generally carried out between the Account managers and the Hiring managers or the recruiters and Hiring managers. The main motto of this is to make recruiters/ AM's understand how many positions are open, what is the experience range required and what are the technologies involved, what will be the roles and responsibilities of the candidate to be hired?

2. Preparing a sourcing strategy

As it is very well said before going to any destination, we must first ensure that the route that we are going to follow is appropriate, just like that before looking out for candidate strategy is the most important task, this mainly involves referring to reference profiles, success profiles and previous hires. Also sourcing strategy involves what media are we going to use for finding appropriate talent.

3. Sourcing of Profiles

After preparing the appropriate sourcing strategy we go ahead to hunt for the best talent out there in the market, sourcing mainly comes from Job boards, social media platforms or previous connects and now a days the trend of referrals is getting a boom in the market. Also, some of the organizations are extensively following mass mailing process for which excellent results are received.

4. Screening of candidates

This step is the most important in recruitment, this mainly comprises of validating the profiles, most of the times there seems to be trend that the profiles that we procure may involve one or the other technology or the skill set but the role and responsibility that the candidate must possess is completely lacking in the profile for which it is must that we properly screen the profiles that we procure ideally it is said that the screened profile must match more that 60% to 70% with the job description.

5. Candidate initial conversation

This process comprises of in person or telephonic or virtual media communication with the candidate. This process is intended to understand the candidate better or is he a active job seeker or is he a passive job seeker, also this process to intended to understand more on what type of work the candidate has done up till now and what type of opportunity is hr looking at this moment of time. Also, some basic details regarding the notice period, the last working day CTC expectation and commute are discussed with the candidate.

6. Deliverability check

Most of the organizations usually skip this process in order to make the process bit faster but ultimately this also a very important process as this process helps us to understand whether the candidate is deliverable or not, also this is done in order to avoid any future surprises.

In this process usually a TA person goes on a brief call with the candidate to understand more on his decision-making criteria's and to understand what more is the candidate looking for in his new job.

7. Interaction/ Interview

As the name suggests this is the process which involves technical evaluation of a candidate where he is interviewed by the technical managers or panel

members. As per the organization policies there are stages of technical interviews some organizations have only one where some organizations also have six to eight rounds of technical interviews base on the criticality of the role and responsibility that the candidate is going to handle.

8. *Candidate follow-up*

Post clearing the technical round of interview the candidate must be very well communicated that he or she has cleared the technical interview also this process involves taking further details from the candidate regarding the other opportunities or interviews in pipe and at what stage are the other opportunities. Also, this stage gives more insight to TA people on what extent the opportunity is important for candidate based on his response and approach to the process.

9. *Final Discussion*

This process mainly comprises of taking into the mark the CTC expectations of the candidates also this process is meant to make candidate understand more in brief the policies of the company. Also, most of the organizations are making it a habit to take overall feedback about the overall process and what all improvements can be done.

10. *Offer Rollout*

As the name suggest this process in most of the organization is taken care by the HR department. Also, this process comprises of making the Hiring managers aware that the appropriate candidate is highlighted, and the offer roll out process is initiated.

11. *Post offer follow-up*

Most of the times there is a possibility that the candidate gets opportunity from other competitive organization or sometimes the candidate gets confused between the two opportunities then it becomes quite difficult for him to make a concrete decision for which this follow-up is kept where in which the candidate is made understand the importance of the opportunity that he is getting, the role and responsibilities that he will follow.

12. *Handshake call with the HM*

To make the candidate understand more deeply in terms of technical aspects this call is kept with the hiring manager also this is done to make the candidate/ resource more familiar with the people there in the organization also to make the candidate understand about the organization culture.

13. *Onboarding*

As the name suggests this process is meant for onboarding the candidates this process is generally done now a days by means of Ms Teams interactions or Google meet or through Zoom Calls or through company portals. Also, the HR team sees to it that

the assets and laptop is delivered to the candidate before the onboarding.

14. *Monthly meetings*

As the name suggests this is done to understand how the candidate is progressing towards his work also most of the times there are lot many concerns regarding the payroll, leave policy application or insurance etc. in those cases these monthly meetings help candidate to get better understanding regarding his concerns.

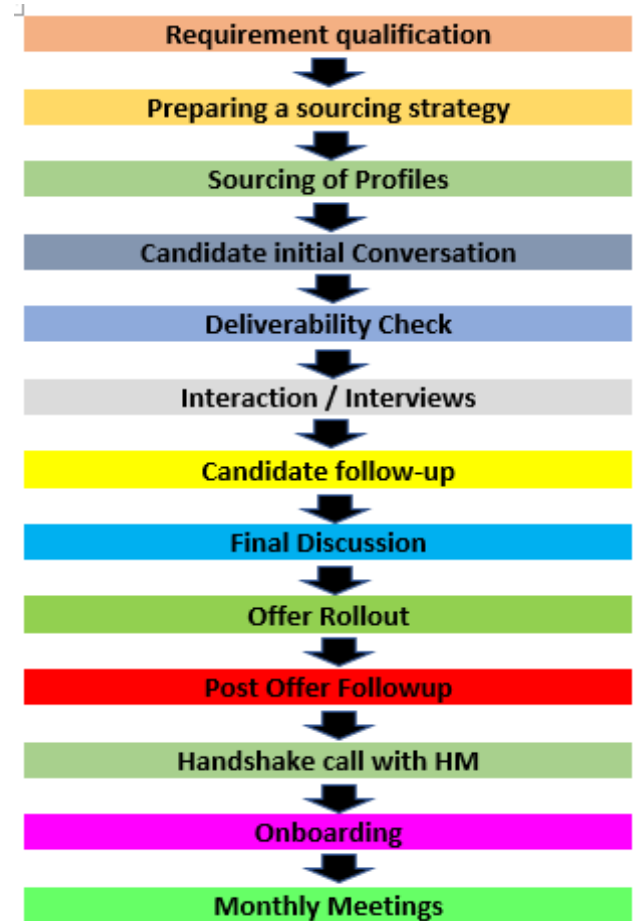


Fig. 1. Steps in Recruitment

V. FINDINGS

Below is the importance of implementing the above recruitment process.

1. *Appropriate mapping of resources*

The above process helps in mapping appropriate resources and gives a better way of aligning the candidates' aspirations towards the opportunity.

2. *Quality Hiring*

As the name suggests candidate with excellent technical skills, candidates with appropriate responsibility taking ability are mapped towards the opportunity also candidates with excellent communication are mapped.

3. *Query Redressal*

This process very well keeps the candidates aware about the actual scenario and make them more confident about the opportunity, in case if the candidate has any query with the help of this process it is seen to it that before onboarding also and post onboarding also the candidate concerns are taken into consideration.

4. *Good Candidate Experience*

As the above process is quite simple and transparent it ensures that the candidate is given appropriate information and insight at appropriate stage of recruitment process.

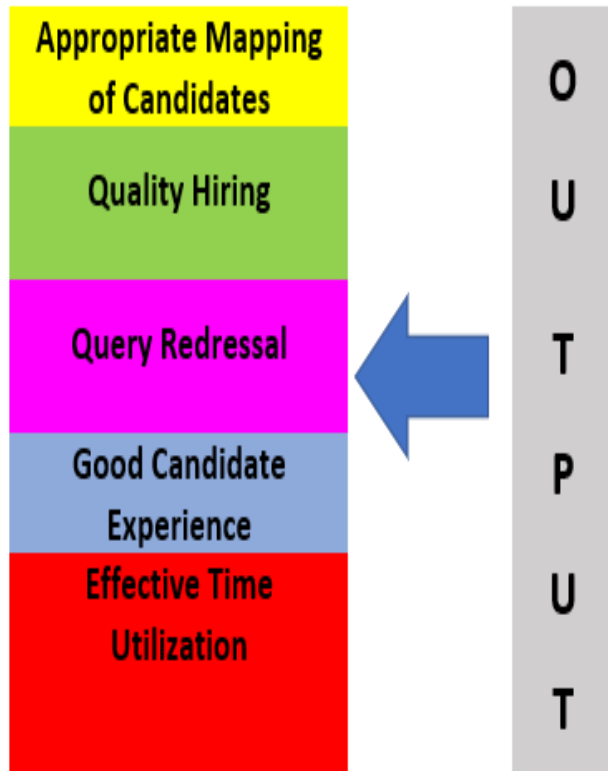


Fig. 3. Findings

VI. CONCLUSION

When it comes to any organization recruitment is the centralized activity that is being carried out, most of the organizations are attracting the right pool of candidates on giving appropriate candidate experience and aligning the aspirations of candidates. Also, with help of virtual aid it is easier for candidates to apply for an excellent opportunity right way sitting from home. This gradually increases the joining ratio of the organization this indeed helps in getting the candidate with niche skills.

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