Impact of Effective Recruitment in Business Organization: A Brief Literature Review

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\textbf{Abstract:} The rationale of the recruitment is to offer the organization with the pool of potentially qualified job candidates. The effective recruitment involves organizational practices and the organizational decision that will affect the type of the people who is willing in regard to apply for the job or accept the given job. The researcher has studied the literature review in regard to the impact of effective recruitment in business organization. The effective recruitment process will result the organization to gain competitive advantage in the marketplace, improve returns, and achieve economies of scale.

1. Introduction

The recruitment includes the practice or an activity done by the organization for the main purpose of identifying and attracting potential employees [1]. The main goal of the recruiting is to encourage the eligible people to submit application for the job [2]. According to Mathis and Jackson (2003), the recruitment process involves generating a pool of eligible applicants for the jobs in the organization. It is important for the organization to consider recruitment as the part of strategic HR planning, since the recruitment is the important mechanism which involves filling the vacant position in the organization for getting the task accomplished [3]. The recruitment process in the organization begins with the advertisement of job vacancies and finishes with providing offer letter to the deserving applicants [4].

Breaugh's (2008) stated a model for the recruitment. The model consist of four phases, the first phases consist of setting apparent recruitment objectives; the second phases consist of evolving strategy for filling the unfilled position, the third phase involves deciding the right recruitment activity which would draw right candidates and the fourth phase involves evaluating the result of the first three phases in the recruitment process [5].

The recruitment process is vital for attracting human resources for achieving the organizational effectiveness and organizational success [6]. The recruitment is the key for the organizational success and it is the mechanism that enables the organization for achieving the competitive advantage by supplying the adequate quality and quantity of human resources which the organization need at the right time and at the right place with the least cost [6]. For the effective recruitment, the recruiters shall be aware of the job analysis, job design process, human resources planning, indentify the targeted work place, desired capabilities, skills and the knowledge required for the vacant jobs. The recruitment process shall be matched with the organization strategy [7]. The researcher has done a literature review on the impact of effective recruitment in business organization.

2. Literature review

Gamage (2014) state that, the basic rationale of the recruitment is to offer the organization with the pool of potentially qualified job candidates. In the organization, the quality of human resources will depend on the quality of applicants attracted since the organization will choose employees from those who were attracted [8]. Henry and Temtime (2009) stated that the recruitment is the entry point for the human resources for the organization. The organization use the recruitment process for attracting the right people to their culture for achieving the organizational strategic goals [9].

According to Rynes, Bretz And Gerhart (2006), the effective recruitment includes organizational practices and decisions which affect the number or the type of the people who is willing in regard to apply for the job or accept the given job. According to Mathis and Jackson, Effective recruiting will focus on indentifying right talent before it is needed in the organization [3].

According to Prasad Rao (2009), an effective recruitment process is an essential tool in the hands of a successful business manager. Many organizations agree to the fact that recruiting and hiring are the most important tools to be successful in the business environment. The value of a good hire will continue to multiply throughout an organization, whereas a bad hire will diminish the
value. Since the organizational success, to a great extent, depends on the kind of people one recruits, one needs to take care of every possible alternative which is there, to get the right fit [10].

According to Bermen (2001), effectiveness recruitment based on the employer perspective is influenced by the elements which include breadth and quality of the recruitment process, location of the jobs, size of the labor pool, job quality, organization image and organization pay and benefits [11]. The labor pool and the job location play a vital role for the effective recruitment on the employer perspective [12].

The organization uses different recruitment resources strategy for conducting effective recruitment. The recruitment resources include internal resources, external resources and mixed resources [6]. The internal resources involve conducting recruitment inside the organization which includes job rotation, job promotion, job transfer and job retirement [13]. The external recruitment involves recruiting candidates from outside the organization. The external recruitment resource includes employee referral, application walk – in, advertisement, employment agencies, electronic media and job fairs [13].

According to Phillips (1998), the organization could measure the success of recruitment resources through calculating its costs by dividing total cost of each recruitment source on total appointees. The organization also use to measure the recruitment process effectiveness by eliminating the vacancies ratio, scaling back the required time to fill opening, enhancing candidates quality and adopt a good legislations procedure [14].

According to Aaker, the recruitment and the selection involves procuring human resources which is required for the organization, this maintain a sustainable competitive advantage for an organization over its competitors [15].

Gugesh and Rani stated that the superior recruitment and selection strategies would produce an enhanced organizational result; they mention that it would result in the hiring and retaining satisfied employees [16].

According to Nath (2011), recruitment process can provide negative picture for the organization, a survey has been organized by talent assessment firm SHL from 500 recruitment managers and around 1600 worker. The outcome of the survey reveals that the applicant who gone through the recruitment process form an negative picture due the following reason; when the candidate submit the application for the job, the organization does not provide acknowledgment for the receipt of candidate application and other main reason is the candidate are not informed on the feedback of unsuccessful candidates during the end of the recruitment process [17]. Sara Rynes the recruitment expert say that the employer very often neglect to think based on the applicant perspective during the recruitment process [11].

According to Farnham and pimlott (1995), the Effective recruitment permits the organization to have an enhancement of productivity and improvement in the employee morale [18]. According to Robertson, Bartram and Callinan, effective recruitment would offer the organization for building a work place for the able employees; these employees collectively offer a superior product and services [19].

According to Azzam and Jaradat, the successful recruitment performance process will help in accomplishing more goals which includes stability of human resources, supplying adequate and best applicant for filling the existing vacancies in the low cost and increasing the selection process effectiveness [6].

According to Sangeetha, the organization that implements an effective recruitment process is likely to gain competitive advantage in the marketplace, improve returns, and achieve economies of scale. This can be achieved through the recruitment of quality candidates into the organizational workforce. Finding the right candidate for the right job through an effective recruitment system is the key for source of competitive advantage for the organization [4].

3. Cisco Successful Recruiting

Cisco Systems is successful in recruiting best employees from other companies. The Cisco Systems has over 17,000 employees, and it has added 4000 employees in one year for the growth of the organization. The Cisco System HR team recognized the right people for its vacancies. It hired the top 10% to 15% of the human resources in its operating industry. For attracting the top people it used focus group with its individual whom the Cisco system wanted [20].

The Cisco system used innovation in recruiting; the traditional method used for the recruiting was listing the job opening in news papers; Cisco system used internet for listing its job opening. Cisco system used website for listing the job opening. This method of recruiting helped the company to list its information about its job
opening and attracted the job seekers. This method was also inexpensive. Cisco also used two different effective recruiting programs, one program is friends match program and other program is Profiler program [20].

In the friends match program, the Cisco employees provide friends referrals for job openings [20]. In Profiler program, Cisco requests the applicant to provide information on their education and their background. This would help in preliminary screening of applicant. Cisco followed acquisition strategy. According to Cisco acquisition strategy, it would buy a competitor company, if it could not hire the competitor’s talented human resources. Thus the Cisco organization is highly successful in its recruiting markets by adopting aggressive tactics, innovation and using creative human resources management [21]. This Cisco recruitment strategy provides competitive advantage over its competitors.

4. Conclusion

The recruitment is the important mechanism which involves filling the vacant position in the organization for getting the task accomplished. The recruitment includes the practice done by the organization for the main purpose of identifying and attracting potential employees. Effective recruitment includes organizational practices and decisions which affect the number or the type of the people who is willing in regard to apply for the job or accept the given job. The researcher studied the impact of effective recruitment in business organization. The successful recruitment performance process will help the organization in accomplishing more goals which includes stability of human resources, supplying adequate and best applicant for filling the existing vacancies in the low cost and increasing the selection process effectiveness. The effective recruitment process will result the organization to gain competitive advantage in the marketplace, improve returns, and achieve economies of scale. It has been true with Cisco recruitment strategy.

Reference