

HUMAN RESOURCE MANAGEMENT – LECTURE 5

CHAPTER 5 – RECRUITING TALENTED EMPLOYEES

LESSON 5
RECRUITING TALENTED EMPLOYEES

Learning Objective 1 - How is employee recruiting strategic?

STRATEGIC RECRUITING

The fundamental objectives of recruitment are to convey a positive image of the firm and to find and gain the interest and commitment of individuals who will make excellent workers. Thus, effective recruiting requires attracting applicants, maintaining their interest in joining the business, and convincing the best prospects to accept employment offers.

- Employee recruiting is the process of identifying and attracting individuals to work for a business.
- A strategic approach to recruiting assists a firm in becoming an employer of choice and in obtaining and retaining exceptional employees who generate superior goods and services.

Recruiting Strategies

There are two ways now employed in business.

- Broad skill scope is a tactic for attracting a big number of candidates.
- Targeted scope refers to an approach that tries to attract a small number of applicants with particular abilities or traits.

Recruiting Strategies

- A broad skill scope strategy focuses on attracting a wide number of applications.
- Using this method, organizations employing the Bargain Laborer HR strategy would hire a large number of non-specialized workers who frequently remain with the business for a short length of time.
- Organizations employing the Loyal Soldier HR approach want to retain employees for longer durations, yet they do not require specialized expertise.

Targeted skill scope technique aims to attract a restricted pool of candidates who have a high possibility of possessing the skills required to accomplish the given job.

- This method is utilized when there are a small number of applicants with a very specific or uncommon set of talents.

Internal versus External Recruiting

- Internal sourcing of recruits aims to fill job openings with current employees;
 - Positions are filled by current employees who are qualified for promotions or new responsibilities. These individuals have demonstrated performance and are already committed to the organization.
 - Because much is known about the motivation and skills of present employees, the risks associated with internal recruitment are minimal.
- External sourcing of recruits aims to fill job openings with individuals from outside the organization.
 - Other organizations are the primary sources of recruitment. In firms employing a

Bargain Laborer HR strategy, the high quantity of entry-level positions frequently needs external sourcing.

- There are little prospects for advancement or reassignment, and almost all employees are employed to perform basic tasks.
- Organizations with a Free Agent HR approach utilize external sourcing extensively. Introducing new perspectives is essential for these organizations.
- Due to the lack of training and development opportunities, current employees rarely possess the specific skills necessary to fill unfilled positions.

Realistic Versus Idealistic Messaging

This is comparable to idealistic messaging, in which a firm communicates positive information when recruiting people in order to establish and maintain a favorable image. A contrary approach to dating is to let others see your true self. This requires revealing not only positive information, but also your issues and limitations. This strategy is comparable to realistic messaging, which occurs when an employer provides prospective employees with both good and negative information about the work environment and position.

Realistic Messaging

Using realistic messaging increases the likelihood that newly-hired personnel will remain with the firm. The organization provides job applicants with realistic job previews aimed to paint a thorough image of what it is like to work for the organization.

Idealistic Messaging

Unlike realistic messaging, idealistic messaging omits unfavorable information and portrays the organization in a very good light. This emphasis on the positive might be

advantageous, as realistic recruitment messaging may discourage some applicants and encourage them to seek employment elsewhere. Sadly, realistic recruiting is most likely to deter highly qualified individuals with numerous other options.

Learning Objective 2 - How Does Human Resource Planning Facilitate Recruiting?

Human Resource Planning

- Human resource planning is the practice of anticipating employment requirements.
- The process involves evaluating present employment levels, anticipating future needs, planning for internal movement, and anticipating external hiring needs.
- The organization's information system plays a vital role in the first step of human resource planning, reviewing current employment levels.
 - This data provides an overview of the number of individuals in various positions. Additionally, the HR information system can provide information regarding the credentials and competencies of current employees.
- Predicting future demands is the second step in human resource planning. This process necessitates close engagement with strategic planners from across the organization.
 - The assessment of environmental trends is the first step in predicting future needs (changing consumer tastes, demographic shifts, and so forth).
 - Based on these trends, a forecast of anticipated changes in the demand for services and products is generated. Will consumers purchase more or fewer of the company's products?
 - These forecasts are used to estimate the number of employees who may be required for specific positions.

- The third step in planning is anticipating staff migration. Using historical data, it is determined how many employees in each job category are likely to resign or be let go in the coming year. Utilized metrics include quit rates, average tenure in specific jobs, and promotion rates.
 - The final step involves determining the number and sorts of externally recruited personnel. This is achieved by merging the data from the preceding three processes.

Batch and Flow Approaches

Batch method - Recruiting activities that bring in groups of new personnel to an organization.

For example:

Because college students are only accessible at the conclusion of a semester, organizations that recruit college students must typically employ a batch method. When organizations need to teach new employees in a group or when a work project has a distinct beginning and end, they also use the batch method.

Flow approach - Recruiting actions that are continuous and geared to find new personnel continuously.

For example:

Some newly-hired college graduates may be enrolled in short-term training programs until specific employment become available. This type of arrangement is made possible by accurate human resource forecasting, which enables the batch technique to enjoy many of the benefits of the flow strategy.

Centralization of Processes

Cost savings is the key benefit of centralized procedures. There is a tendency for organizations with centralized procedures to place more emphasis on designing cost-effective personnel recruitment strategies. Recruiting is handled by personnel of the human resources department, who do not need to learn new information about the hiring process and labor environment each time a position becomes available. These specialists also cultivate long-term partnerships with other organizations, such as newspaper advertising departments and employment agencies. Total, firms with centralized systems are more likely to benefit from human resource planning by predicting overall needs and using full-time professional recruiters.

Learning Objective 3 - Who Searches for Jobs?

Understanding the requirements, ambitions, and actions of job-seeking candidates is crucial to effective recruitment. In general, there are three sorts of job-seekers: those entering the workforce for the first time, those who have previously been employed but are currently unemployed, and those who are currently employed but seeking a new position. Despite their differences, these groups share a number of characteristics.

The Job Search

Effective recruiting requires an awareness of the needs, goals, and behaviors of job-seekers.

There are three categories of job seekers:

- individuals entering the labor field for the first time
- formerly employed individuals who are currently unemployed
- individuals who are currently working but seeking a new position.

Their employment hunt involves multiple stages.

- The First Step is discovering which positions are available, what qualifications are required, and how to apply.

- The second stage focuses on gathering precise information about certain professions.

Unemployed Workers

- The second group of potential job recruits comprises of persons who have been in the workforce but are currently unemployed.
- Organizations recruiting from the unemployment ranks profit from seeking out and encouraging laid-off workers to apply for opportunities.

Workers Currently Employed

Currently Employed Employees The third group of potential job recruits consists of job-seeking individuals who are currently employed by other firms. Others are not actively looking but are willing to relocate if a suitable opportunity comes.

- People who hunt for other employment opportunities while still employed tend to be bright, amiable, open to new experiences, and less prone to anxiety.
- Others are not actively looking but are willing to relocate if the right opportunity emerges.
- People who explore for other employment opportunities while still employed are typically clever, affable, receptive to new experiences, and less prone to anxiety.

Learning Objective 4 - What Characteristics Make an Organization Attractive?

Characteristics that are generally appealing Applicants frequently base their decisions on factors such as familiarity, salary, organizational qualities, and recruiting activities.

Attractiveness of a Corporation

The following is a list of general features that organizations found appealing in applicants.

1. Familiarity

Therefore, companies with a strong brand image have an advantage when it comes to recruitment. However, attempts to develop an image as a generally pleasant place to work are essential for less well-known businesses.

People prefer firms that pay competitively and provide superior and more flexible benefits. More promotion prospects and greater work security.

Organizational characteristics

People enjoy working with organizations with excellent reputations, such as friendliness, sincerity, kindness, and dependability. Innovation is another organizational characteristic. People seek employment with creative companies because they believe their work will be enjoyable and engaging.

Competence is the third desired quality. People desire employment with a successful firm.

Recruiting activities

Organizations use a range of resources to locate prospective employees.

- a. Some sources, including employee referrals, are relatively informal.

- b. Other sources, such as recruiters, are more formal.

Among the numerous sources are the following:

- c. job postings, recommendations from employees, print advertising, electronic recruiting, employment agencies, and campus recruiting.

Fit Between People and Organizations

If everyone desired employment with the same type of organization, the world would be a dull place. According to a number of studies, individuals with distinct characteristics are likely to be attracted to distinct types of organizations.

Regarding the scale of the organization, for instance. Some job-seekers prefer working for huge companies, while others like tiny businesses. Another illustration involves money. Despite the fact that most people prefer to work for firms that pay well, certain individuals care more about money than others. Those who consider themselves as having a strong need for material goods are particularly drawn to organizations with high salaries. People with a strong demand for accomplishment favor firms that rely remuneration on performance. Individuals with a high level of self-confidence prefer to work for organizations that reward individual performance rather than group performance.

Some disparities have been identified between males and women. Men are more likely to be attracted to firms that are described as inventive and decisive, whereas women choose organizations that focus on the finer points. Additionally, individuals like groups whose features mirror their own.

For example, conscientious individuals like to work in organizations that are focused on achieving results, while agreeable individuals prefer organizations that are helpful and team-oriented. Individuals that are receptive to new experiences favor creative firms.

Learning Objective 5 - What Are Common Recruiting Sources?

Organizations use a range of resources to locate prospective employees. Referrals from current employees are informal sources, whereas professional recruiters are formal sources. This section examines the usage of job postings, employee referrals, print advertising, electronic recruiting, employment agencies, and campus recruitment. Each method has its own strengths and disadvantages, and some methods are more compatible with specific HR practices.

Job Posting

- Job Posting employs the organization's internal channels of communication to tell current employees about job openings and promotional opportunities.
- Currently, the business uses the company website and email to inform staff of job openings.

Employee Referrals

- Employee recommendations arise when current employees recommend colleagues and acquaintances for employment.
- Referrals are believed to have at least four key advantages.
 - Referrals are thought to have at least four primary strengths.
 - First, obtaining job applicants through referrals is a relatively

inexpensive method of recruiting.

- Second, referrals are quicker than many other forms of recruiting.
- Thirdly, referral-sourced hires tend to be better employees who are less likely to leave the firm.
- Fourth, when current employees successfully refer someone, their commitment to the organization increases.

Print Advertising

Employment adverts are a prominent component of the majority of newspapers. Job seekers frequently peruse the "help wanted" section of a newspaper on a daily basis. An advantage of newspaper advertising is the ability to reach a large number of people for a relatively low cost. Newspaper advertising is particularly effective for the broad recruiting associated with the Bargain Laborer HR strategy.

Electronic Advertising

Recruiting messages are transmitted via current technology, specifically the Internet, as part of electronic advertising. Although applicants view electronic communication as somewhat less informative than face-to-face contact, 75 organizations are rapidly increasing their use of electronic communication. Popular websites, such as Monster.com and Careerbuilder.com, offer thousands of job listings that may be sorted in numerous ways.

- Popular websites such as:

www.jobstreet.com

Employment Agencies

Each state has a public employment agency, which is a government department that matches job searchers with companies. A private employment agency is a professional recruiting service that helps organizations find candidates for specific job opportunities for a charge.

Kelly Services is one private company. Kelly provides placement services for over 700,000 individuals every year in fields such as office services, accounting, engineering, information technology, legal, science, marketing, light industrial, education, health care, and home care.

Campus Recruiting

Campus recruiting focuses on engaging with individual schools and universities to recruit graduating students. Successful recruiters work diligently to develop a positive reputation among students, professors, and alumni.

Relationships are developed through activities such as speaking to student organizations and attending job fairs.

Learning Objective 6 - How Is Recruiting Effectiveness Determined?

Effective Recruiting

Three Common Measures Consist of:

Cost measures include advertising expenditures, agency fees, and referral bonuses. Also included are travel costs for both recruiters and candidates, as well as compensation for those who devote time and energy to recruiting operations.

Time metrics evaluate the amount of time between when recruiting begins and when the new employee begins working in the position. According to estimates, the average time required to fill a position is 52 days.

Quantity metrics concentrate on the quantity of candidates or hires generated by a variety of recruiting initiatives. Common metrics include the number of queries received, the number of applications, and the number of jobs offers accepted. These are efficiency metrics that provide information on the scope of recruiting practices. Recruiting is viewed as more effective when it reaches a large number of potential candidates.

- Quality metrics relate to the extent to which recruiting activities identify and attract individuals who are capable of executing the job. Measuring quality is typically more essential than measuring quantity. Typical measures include assessments of the number of suitable applications, as well as measures of employee attrition and performance.

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Self-Evaluation

True or False

1. In organizations that use centralized procedures, HR is not in charge of recruiting.
2. Having effective human resource planning in place does not allow you to coordinate the actions of various departments within your organization.
3. In most cases, gathering information and visiting organizations are not part of the typical job search process.
4. Effective organizations do everything in their power to attract as many applicants as possible to job openings.
5. Organizations should exercise caution in communicating only positive information to job applicants.
6. The majority of job applicants referred by current employees do not work out because current employees often refer friends who do not have good work skills.
7. One strategy for attracting more job applicants is to offer competitive wages.
8. Developing strong relationships with professors at universities where a company recruits should be a priority for any organization.
9. A company's primary objectives in recruiting are to communicate a positive image of the organization to potential employees, as well as to identify and gain the interest and commitment of individuals who will make good employees.
10. Recruiting a university professor is not an example of such a targeted approach.
11. One common method for making employment predictions is not to assume that human resource needs will match expected trends for services and goods.
12. Organizations can benefit from human resource planning by developing consistent approaches to recruiting.
13. Planning also aids in the coordination of the various parts of the organization by identifying individuals who may be promoted or transferred across departments or plants to facilitate collaboration.

14. A review of historical data is conducted in order to estimate how many employees in each job category can be expected to leave or be terminated during the next year.
15. It is impossible to predict when employment needs will arise, and ongoing activities can shorten the time elapsed between job openings and hiring decisions.
16. Recruiting efforts by companies with strong reputations are met with a positive response from candidates.
17. One of the most significant advantages of centralized procedures is the reduction in costs.
18. Employability is increased when people are confident in their abilities to find new employment, when they find the job search process interesting, and when others, such as their spouses and family members, believe it is a good idea for them to do so.
19. When it comes to hiring new employees, organizations that do a good job of recruiting are limited in their options.
20. People also prefer to work for companies that pay higher wages, provide better benefits, and provide more opportunities for advancement than their competitors.

Answer Key

1. False
2. False
3. False
4. False
5. False
6. False
7. True
8. True
9. True
10. False
11. False
12. True
13. True
14. True
15. False
16. True
17. True
18. False
19. False
20. True