## **Literature Review:**

## **Definition:**

Edwin Flippo defines Recruitment and selection process as “A process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.”

In simpler terms, recruitment and selection are concurrent processes and are void without each other. They significantly differ from each other and are essential constituents of the organization. It helps in discovering the potential and capabilities of applicants for expected or actual organizational vacancies. It is a link between the jobs and those seeking jobs.

## **Work by Korsten (2003) and Jones et al. (2006):**

According to Korsten (2003) and Jones et al. (2006), Human Resource Management theories emphasize on techniques of recruitment and selection and outline the benefits of interviews, assessment and psychometric examinations as employee selection process. They further stated that recruitment process may be internal or external or may also be conducted online. Typically, this process is based on the levels of recruitment policies, job postings and details, advertising, job application and interviewing process, assessment, decision making, formal selection and training (Korsten 2003).

Jones et al. (2006) suggested that examples of recruitment policies in the healthcare, business or industrial sector may offer insights into the processes involved in establishing recruitment policies and defining managerial objectives.

Successful recruitment techniques involve an incisive analysis of the job, the labour market scenario/ conditions and interviews, and psychometric tests in order to find out the potentialities of job seekers. Furthermore, small and medium sized enterprises lay their hands on interviews and assessment with main concern related to job analysis, emotional intelligence in inexperienced job seekers, and corporate social responsibility. Other approaches to selection outlined by Jones et al. (2006) include several types of interviews, role play, group discussions and group tasks, and so on.

Any management process revolves around recruitment and failure in recruitment may lead to difficulties and unwanted barriers for any company, including untoward effects on its profitability and inappropriate degrees of staffing or employee skills (Jones et al. 2006). In additional, insufficient recruitment may result into lack of labour or hindrances in management decision making, and the overall recruitment process can itself be advanced and amended by complying with management theories. According to these theories, the recruitment process can be largely enhanced by means of Rodgers seven point plan, Munro-Frasers five-fold grading system, personal interviews, as well as psychological tests (Jones et al. 2006).

## **Work by Alan Price (2007):**

Price (2007), in his work Human Resource Management in a Business Context, formally defines recruitment and selection as the process of retrieving and attracting able applications for the purpose of employment. He states that the process of recruitment is not a simple selection process, while it needs management decision making and broad planning in order to appoint the most appropriate manpower. There existing competition among business enterprises for recruiting the most potential workers in on the pathway towards creating innovations, with management decision making and employers attempting to hire only the best applicants who would be the best fit for the corporate culture and ethics specific to the company (Price 2007). This would reflect the fact that the management would particularly shortlist able candidates who are well equipped with the requirements of the position they are applying for, including team work. Since possessing qualities of being a team player would be essential in any management position (Price 2007).

## **Work by Hiltrop (1996):**

Hiltrop (1996) was successful in demonstrating the relationship between the HRM practices, HRM-organizational strategies as well as organizational performance. He conducted his research on HR manager and company officials of 319 companies in Europe regarding HR practices and policies of their respective companies and discovered that employment security, training and development programs, recruitment and selection, teamwork, employee participation, and lastly, personnel planning are the most essential practices (Hiltrop 1999). As a matter of fact, the primary role of HR is to develop, control, manage, incite, and achieve the commitment of the employees. The findings of Hiltrop’s (1996) work also showed that selectively hiring has a positive impact on organizational performance, and in turn provides a substantial practical insight for executives and officials involved. Furthermore, staffing and selection remains to be an area of substantial interest. With recruitment and selection techniques for efficient hiring decisions, high performing companies are most likely to spend more time in giving training particularly on communication and team-work skills (Hiltrop 1999). Moreover the finding that there is a positive connection existing between firm performances and training is coherent with the human capital standpoint. Hence, Hiltrop (1996) suggests the managers need to develop HR practices that are more focused on training in order to achieve competitive benefits.