



CHALLENGES AND OPPORTUNITIES IN ADMINISTRATION HUMAN RESOURCES IN RECENT SCENARIO

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Abstract

Human resource management is the theory, techniques, methods, and tools for studying the adjustment of people and their relations in the organization, connection between work and its relations, matching the people and work in order to fully develop human resource management, tap people's potentials, motivating people, promoting the work efficiencies and meeting the organizational objectives. The daily reality and the challenges for HR managers in India are truly different from challenges faced in the West. Even though the attrition rate is high in India, HR managers are very people-oriented, while their western colleagues are far more process and task oriented. HR professional must be proactive with all strategies and action plans in order to meet the changing needs of the organization. They must be thorough with the basic functions of HR including planning, organizing, leading and controlling human resources. Business environment in India is volatile. There is boom in terms of opportunities brought forward by globalization. However this is also leading to many interventions in terms of restructuring, turnaround, mergers, downsizing, etc. Research has clearly shown that the success of these interventions are heavily dependent on managing the people issues in the process.

The conceptual paper is to attempt to explore the challenges and opportunities in administration human resources in recent scenario.

Keywords: , *Challenges in Recruitment, Selection, Retention .*

INTRODUCTION

Talent acquisition includes recruiting, but it is inclusive of other strategic elements. Talent acquisition planning and strategy ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations. Workforce segmentation requires an understanding of the different workforce segments and positions within these segments, as well as the skills, competencies, and experience necessary for success. Different sourcing strategies should be applied based on the understanding of the jobs and where the audiences will come from to fill them. Organisation should have candidate relationship management which includes building a positive candidate experience, managing candidate communities, and maintaining relationships for those candidates not selected.

Recruitment and selection forms a core part of the central activities underlying human resource management: namely, the acquisition, development and reward of workers. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations.

Talent acquisition pioneers are re-defining and expanding their roles within their organizations to drive business impact in order to deliver next-generation skills. Talent acquisition needs to connect to workforce planning, succession planning, onboarding, development, and performance. An integrated approach between recruitment and talent management can ascertain the right skills are in the pipeline. Seventy percent of business leaders are concerned about the availability of key skills, according to PwC's 2014 CEO Survey. An end-to-end talent strategy provides more precision in finding, retaining, and enhancing the skills needed now and in the future.

'Recruiting' is nothing more than filling open positions. It is an entirely tactical event. Strategic Talent Acquisition takes a long-term view of not only filling positions today, but using the candidates that come out of a recruiting campaign as a means to fill similar positions in the future. These future positions may be identifiable today by looking at the succession management plan, or by analyzing the history of attrition for certain positions. Hence it makes easy to predict that specific openings will crop up at a pre-determined period in time. Strategic Talent Acquisition allows us access to a pool of cutthroat talent that would otherwise have been missed or even ignored!

LITERATURE REVIEW

Internet users are old and young, male and female, skilled and unskilled. The use of the web for recruiting is no longer confined to professional and salaried positions. Increasingly it is also being used for recruiting for hourly jobs. According to C Phillips (2008)⁴, use of e-recruiting and web functionalities had become collaborative approach in acquiring and managing talent. The online experience of web browser access, interactive interfaces, social networking, collaboration and community are now commonplace with candidates. A resource based analysis of recruitment and selection practices of Indian Software



companies conducted a qualitative study of 5 leading software firms of India and Pramila Rao (2010)⁵ concluded that Indian corporate houses need to be aware of management practices in the changing economies and need to identify how to make their transitions smoother. The resource-based view (RBV) therefore becomes an integral part in interpreting how talent acquisition can become a sustainable competitive advantage.

From 2011, the researchers focus shifted from the challenges to the strategies and techniques of Talent Acquisition. G Hoffmaster (2011)⁶ defined that accurate Candidate to Job matching skills, Assessing job skills are negotiating competitive offers was not seen that much challenging as most of the companies were ready to offer an attractive package for the right talent. The starting point for a talent acquisition strategy is company's overarching business strategy. If company's goals include cutting costs, then talent acquisition strategy should seek ways to cut agency spend, change or renegotiate terms with vendors, increase recruiter productivity, reduce attrition, or other apply other cost saving strategies.

Automating the Recruitment Processes helps companies in implementing the Best Practices of recruitment and hiring the best talent available in the market. A Tyagi (2012)⁷ stated that acquiring the best talent involves the planning, sourcing, assessing, hiring and on-boarding of top talent. This leads to a better employment opportunities through career websites and also provides more effective recruiting tools for selecting suitable candidates. E-Recruitment had been acknowledged as one of the techniques of Talent Acquisition which needs further research and understanding

OBJECTIVE OF THE STUDY

People are a company's greatest asset. The workforce decides whether a business fails or succeeds. Establishment of competitive advantage over their rivals is determined by the people of the company. The companies to progress towards a precession level need to establish a paramount competitive advantage and an effective talent acquisition strategy which plays a vital role in this. Hiring the best on the market will advantage a business; but the biggest setback to carry out its action. The companies who succeed the struggle of attracting the best capture the advantage of the recovery. Relationships are vital and hence build a better relationship with potential candidates to reap the benefits.

The highest concern for any hiring strategy is selecting the right person for the job, but making the process as encompassing as possible will increase the probability of harvesting the benefits. Hence the present paper is an attempt made by the researchers to analyze the challenges associated with recruitment and selection process and examines the factors that improve the process of recruitment and selection. The paper also highlights the relationship between modes of recruitment and satisfaction with overall Interview process. In addition to these objectives the following hypotheses were framed:

Hypothesis 1: There is no significant relationship between satisfaction on salary fixation and overall interview process

Hypothesis 2: There is no significant relationship between relevance of question asked in the interview process and appointment of high caliber employee.

RESEARCH METHODOLOGY

The present study is of analytical in nature. Accordingly, data collection were done both by primary and secondary source. The primary data were collected with the help of pre-tested structured questionnaire from 150 respondents (employee) of Coimbatore city selected on the basis of convenience of the researcher and the secondary data were collected from various journals, reports, books and websites. The data collected through questionnaire has been tabulated and analyzed by using Simple Percentage Analysis, weighted average, Chi- Square Test and Bivariate correlation.

RESULTS AND DISCUSSIONS

To conduct the present study, employees and HR managers of some organizations of Coimbatore city were examined to understand the challenges associated with recruitment and selection process. It also analyses the various factors that improve the process of recruitment and selection.

The study shows that out of 150 respondents 116 of them are male and 34 of them are female. The age classification revealed that out of 150 respondents, majority of the employees belongs to the age group below 40 years. It also shows 33% of them were between the age category of 20-25 years, 27% belonged to the age category of 25-30 years, 31% of them were between 30-40 years, 6% belonged to the age category of 40-45 years and remaining 5% were above 50 years.

Weighted average method was used to understand the various challenges faced by the employers during recruitment and selection process. The various aspects such as cost of advertising, misrepresentation of qualification, nepotism and favouritism, location of a company, political interference, lack of qualified and experienced in local pool, over qualification

syndrome, size and type of the organisation etc, which are illustrated in the Table-1. It was inferred that the respondents strongly agreed that location of a company is the factor that challenge any recruitment and selection process which showed the average mean of 35.40.

Table 1: Challenges faced by the organization in process of recruitment

S.No	Opinion	SA*	A*	N*	D*	HD*	W.A*
1	Cost of Advertising	21	31	32	30	36	28.07
2	Misrepresentation of Qualification	9	34	44	48	15	28.27
3	Nepotism and Favouritism	19	42	39	33	17	30.87
4	Location of a Company	34	46	43	21	6	35.40
5	Political Interference	22	33	45	29	21	30.40
6	Lack of qualified and experienced in Local pool	15	52	42	28	13	31.87
7	Over Qualification Syndrome	21	44	39	30	16	31.60
8	Size and Type of the Organisation	29	43	45	22	11	33.80
	Mean						31.28

(Source: Primary data)

(Figures in the parentheses represent percentage to the total)

* SA-Strongly Agree, A- Agree, N-Neutral, D- Disagree, SD-Strongly Disagree, WA-Weighted Average Score

It was further understood that the company's location is the challenge that is faced predominantly during the acquisition of talent. On investigating the various challenges of recruitment and selection process, it was found that the size and type of the organisation was ranked second with the average mean of 33.80. The third rank was given to lack of qualified and experienced in local pool (average mean = 31.87). Next rank was given to the over qualification syndrome which showed the average mean of 31.60. The respondents showed the least agreement towards political interference and nepotism and favouritism.

Hence, the organization has to strategically plan for selection of location for their company and check the availability of talent in the local pool to reap the benefits of acquisition process.

Employees were asked about their opinion on the factors that improve the recruitment and selection process and their ranking were analyzed through Friedman's Test and tabulated and depicted in Table.2

Table 2: Factors that improve effectiveness of acquisition process

Ranks	
	Mean Rank
Job analysis	1.27
Evaluation of Personnel	2.52
Selection Option	4.27
Medical Checkup	4.73
Reference Check	2.21

Test Statistics ^a	
N	150
Chi-Square	507.755
df	4
Asymp. Sig.	.000
a. Friedman Test	

(Source: Primary Data)

It clearly indicates that the respondents ranked Job analysis as the factor that improves the recruitment and selection process.

It is then followed by reference check and evaluation of personnel. Hence when an organisation does a excellent job analysis for the post they are recruiting, then it's easy to find the best person to fit in the job. Checking the reference given by candidate will also ensure the quality of the candidate. The appropriate evaluation of the personnel will help to understand the competencies and ineptness of a candidate.

Hence it was inferred that the effectiveness of recruitment and selection process may be improved with exact job analysis, reference check and evaluation of personnel during the interview process.

The respondent's opinion on significant factors that facilitate in recruiting the best candidate during the process of acquisition and their ranking were analyzed through Friedman's Test and tabulated and depicted in Table.3

Table 3: Significant parameter in recruiting the best candidate

Ranks	
	Mean Rank
Quality of Candidate	3.97
Time Period	3.51
Previous experience	4.70
Cost to the company	3.05
Qualifications	1.73
Physical appearance	5.65
Attitude	5.39

Test Statistics ^a	
N	150
Chi-Square	370.135
df	6
Asymp. Sig.	.000
a. Friedman Test	

The analysis visibly indicates that the respondents positioned qualification as the significant factor that facilitates the recruitment of best candidate. It is then followed by cost to the company involved and time period of the job. Therefore the acquisition of best candidate is possible when necessary qualification for the job is met. The cost to the company also matters in recruiting the best candidate. The cost to company involved should match the quality of the candidate. The next important factor is the time period the candidate interested to work. The company looks for candidate those who are willing to work during the night shifts.

Hypothesis 1:

H₀: There is no significant relationship between satisfaction on salary fixation and overall satisfaction on interview process

H_a: There is a significant relationship between satisfaction on salary fixation and overall satisfaction on interview process

Table 4: Relation between company's salary fixation and satisfaction on interview process

Correlations		Market scenario	Overall interview Process
Salary as per Market scenario	Pearson Correlation	1	.400**
	Sig. (2-tailed)		.000
	N	150	150
Overall interview Process	Pearson Correlation	.400**	1
	Sig. (2-tailed)	.000	
	N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).			

As the Pearson correlation coefficient, r , is 0.400 and significance $p = 0.001$ which is less than 0.01 level of significance, we reject null hypothesis and conclude that there is a significant relation between company's fixation of salary as per market

scenario and the employee's satisfaction on overall interview process. The strength of the relation can be said with Pearson correlation value and is low and the relation is also positive. Hence the employee's satisfaction on interview process increases with respect to the increase in salary fixation.

Hypothesis 2:

H0: There is no significant relationship between relevance of question asked in the interview process and appointment of high caliber employee.

Ha: There is no significant relationship between relevance of question asked in the interview process and appointment of high caliber employee.

Table 5: Relation between relevance of questions asked in interview and appointing high caliber employees

Correlations			
		Questions relevant to interview	Appoint high caliber employees
Questions relevant to interview	Pearson Correlation	1	.326**
	Sig. (2-tailed)		.000
	N	150	150
Appoint high caliber employees	Pearson Correlation	.326**	1
	Sig. (2-tailed)	.000	
	N	150	150
**. Correlation is significant at the 0.01 level (2-tailed).			

The table shows that the Pearson correlation coefficient, r , is 0.326 and significance $p = 0.001$ which is less than 0.01 level of significance; we reject null hypothesis and conclude that there is a significant relation between relevance of questions asked during interview process and appointment of high caliber employees in the organization. The strength of the relation can be said with Pearson correlation value and is low and the relation is also positive. Hence appointment of high caliber employees increases when the questions relevant to job position were asked during the interview process.

SUGGESTIONS

Organization should take necessary steps in order to avoid acquisition of skill shortage person which have an impact on service or product shortage, degrading quality standards, missed forecast. The study revealed that relevancy of questions asked during the interview process has a very high impact in recruiting high caliber employee. The acquisition process can be improved when the prior job analysis is done before acquisition process. Hence the proper acquisition process will help in recruiting high caliber, efficient employees for the organization which help the organization in improving the product quality, productivity and profitability.

CONCLUSION

Talent Acquisition Planning and Strategy ensures business alignment, examines workforce plans, requires an understanding of the labor markets, and looks at global considerations. Workforce segmentation- requires an understanding of the different workforce segments and positions within these segments, as wells as the skills, competencies, and experience necessary for success. Employment branding can help advance the market position of organizations, attract quality candidates and depict what it is truly like to work for that organization.

The study observed that the challenges faced by companies in acquisition of talent are location of a company, lack of qualified and experienced in local pool and over qualified syndrome which are more general in nature; it can be avoided or minimized by embracing modern techniques of recruitment such as social media, digital technology, online video hiring and crowd sourcing. The organisation can have effective acquisition process if they carry out proper job analysis before recruitment process. Asking questions that are relevant to the job or work will help to acquire highly talented employees. The candidates who are satisfied with the overall interview process may be satisfied with the company's salary fixation. This will advantage the organisation to acquire the best candidate for best cost. Hence the organization should take necessary steps to improve acquisition process to acquire efficient candidates which increases productivity in terms of quality, quantity and profitability.



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