



A STUDY ON EMPLOYEE CHALLENGES TOWARDS RECRUITMENT AND SELECTION PROCESS.

Mr A.Susairaj* Ms A.Laura Jenifer**

*Assistant Professor, DMI St Eugene University, Zambia.

**Research Scholar, Periyar University, Salem.

Abstract

Recruitment is the process of searching for prospective employees and stimulating them to apply for jobs in the organization. Selection may be defined as the process by which the organization chooses from among the applicants, those people whom they feel would best meet the job requirement, considering current environmental condition. In today's rapidly changing business environment, organizations have to respond quickly to requirements for people. Hence, it is important to have a well-defined recruitment policy in place, which can be executed effectively to get the best fits for the vacant positions. Selecting the wrong candidate or rejecting the right candidate could turn out to be costly mistakes for the organization. Simple Random sampling method will be used to collect the samples and collected data is going to be analyzed through descriptive research design using charts, graphs, tables, manual calculation of percentage method.

Keywords Recruitment, employees, selection.

Introduction

Mri seed Zambia was a privately own company by Dr. Dusan Ristanovic that used sell and seed of maize and agriculture chemical's. In 2013 the company was bought by SYNGENTA, now Syngenta are the ones that are now running all the activities that used to be taken up by Mri seed.

Back Ground of Syngenta

SYNGENTA AG is a global Swiss agribusiness that produces agrochemicals and seeds. As a biotechnology company, it conducts genomic research. It was formed in 2000 by the merger of Novartis Agribusiness and Zeneca Agrochemical's. As of 2014 Syngenta was the world's largest crop chemical producer, strongest in Europe. As of 2009 it was ranked third in seeds and biotechnology sales. Sales in 2015 were approximately US\$13.4 billion, over half of which were in emerging markets. International regulators have approved the firms acquisition by chemchina, a Chinese state owned enterprise. Successful human resource should be identified by the human resource needs in the organization. Once the needs have been identified, the process of recruitment or acquisition function starts.

Recruitment is the discovering of potential candidates for actual or anticipated organizational vacancies. Or, from another perspective, it is a linking activity bringing together those with jobs to fill and those seeking job. The ideal recruitment effort will attract a large number of qualified applicants who will take the job if it is offered. It should also provide information so that unqualified, applicant scan self-select, themselves out of job candidacy; this is, a good recruiting program should attract the qualified and not attract the unqualified. This dual objective will minimize the cost of processing unqualified candidates.

In today's fast changing world, recruiting right candidate for the right job is very much needed for the organization to achieve their goal sets and it vary from one to another. It is thus important for me to understand, analyze the concept of recruitment and selection process and its effectiveness in the current organization.



The growth and development of any economy is connected directly or indirectly with the agriculture industry. In Zambia, it is the wish of most agriculture companies to engage the best human resource in order to channel their collective effort into excellent performances, increase in productivity, job satisfaction and above all meeting. The local scenario is how recruitment is done here in Zambia. This is the how it is carried out according in the private sector.

Zambia Recruitment process firstly involves internal advertisement followed by external advertisements. This is done in the local press, the initial short-list is done and the candidates are called in for interviews. The initial screening involves psychometric tests and the top candidates are invited for final interview. The offer of employment is subject to background check, and a Medical Certification provided by the Government Medical Bureau.

Literature Review

The condition of the labor market plays a big role in determining the recruitment sources for the organization. During periods of high unemployment, organizations may be able to maintain an adequate supply of qualified applicants from unsolicited resumes alone. A tight labor market, one with low unemployment, may force the employer to advertise heavily and/or seek assistance from local employment agencies. (Snell, 2012)

Recruitment is one of the major functions of HRM. It helps the manager to attract and select best candidates for the organization. Parry & Wilson (2009) stated that “recruitment includes those practices and activities carried out by the organization with the primary purpose of identifying and attracting potential employees”. As success of service sector as in case of civil aviation industry depends upon the human capital, recruitment & selection of the right people into the service business is crucial to achieve organizational success (Zheng, 2009).

Chapman and Webster (2003) in their survey research on the use of technologies in recruiting, screening, and selection processes for job candidates conducted in USA found 36 that most organizations implemented technology based recruitment and selection tools to improve efficiency, reduce costs, and expand the applicant pool. The meta-analysis of the research conducted by Chapman Jones (2005) concluded that timely responses from HR managers were linked to greater applicant attraction to a job with an organisation.

Prasad (2005) found that an individual joins an organization not just for a job, but for a career, that is, where he/she will be at the far end of his work-life through a series of progression in responsibilities and reward for such a responsibility. It is common to find out that after the initial excitement in a job, executives/managers tend to lose interest and begin to feel that there is no career in a particular organization. This implies that career advancement has not taken place as expected of them after a certain period of time. This mismatch between a manager's expectations and his/her actual career advancement experience may prove very shocking to both managers and the organization. However, much of this problem can be overcome by proper career strategies by the individual and the organization.

Objectives

1. To understand the different types of selection procedure followed by Mri seed Syngenta.
2. Analyze the performance of recruitment and selection procedure adopted by Mri seed Syngenta.
3. To measure challenges faced by Mri seed Syngenta related to recruitment and selection.

Methodology

In today's fast changing world, recruiting right candidate for the right job is very much needed for the organization to achieve their goal sets and it vary from one to another. It is thus important for me to understand, analyze the concept of recruitment and selection process and its effectiveness in the current organization.

Descriptive Research has been used, which involves surveys and fact findings of different kinds. The major purpose of descriptive research is the description of the state of affairs, as it exists at present. The main characteristics of this method are that the researcher has no control over the variable; he can only report what has happened or what is happening.

The sampling technique adopted for the study is Random sampling. The questioners will be given to the employees of MRI SEED in their respective departments.

The sampling size for the study was 50 employees from various departments. It includes HR, Finance, Sales, and operations.

Data Analysis And Interpretations

This chapter deals with statistical analysis and interpretation of the data collected through research with the aid of structured questionnaire. Analysis refers to studying the data collected in terms of statistical numbers and interpretation refers to understanding the implication of the statistical finding.

The Researcher had collected data from the employees of MRI SEED SYNGENTA ZAMBIA to study their recruitment and selection process. The results are represented with Tables and charts.

Table 1 Gender of The Respondents

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Male	32	64%
2	Female	18	36%
	Total	50	100%

Source: Primary data

From the responses in table 1 shows that 64% of the respondents were male while 36% of the respondents were female.

Table 2:Age of The Respondents

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	21-30	10	20%
2	31-40	18	36%
3	41-50	14	28%
4	Above 50	8	16%
	Total	50	100%

Source: Primary data

From the responses in table 2 shows that 20% of the respondents were between the age of 21-30, 36% of the respondents were between the age of 31-40, then 28% of the respondents were between the age of 41-50 while 16% of the respondents were above 50years.

Table 3: The Method of Recruitment And Selection

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	External	32	64%
2	Internal	18	36%
	Total	50	100%

Source: Primary data

From the responses in table 3 shows that 64% of the respondents were recruited externally while 36% of the respondents were recruited internally.

Table 4: How Many Stages Are Involved In The Recruitment of Candidates?

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	1	4	8%
2	2	6	12%
3	3	16	32%
4	More	24	48%
	Total	50	100%

Source: Primary data

From the responses in table 4 shows that 8% of the respondents know there are is only 1 stage at recruitment,12% 2 stages, 32% 3 stages and then 48% responded that there are more stages in recruitment.

Table 5: The tests that are used during recruitment

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Personal Interview	28	56%
2	Psychometric Test	22	44%
	Total	50	100%

Source: Primary data

From the responses in table 5 shows that 56% of the respondents underwent personal interview and 44% underwent psychometric tests.

Table 6: The Recruitment And Selection Process Identified

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Employment agents	18	36%
2	Recruitment on internet	10	20%
3	Newspaper	10	20%
4	In House (internal)	12	24%
	Total	50	100%

Source: Primary data

From the responses in table 6 shows that the recruitment and process used at the company is as follows: 36% of the respondents were recruited using recruitment agencies,20% of the respondents recruited from the internet, 20% of the respondents from the newspaper advert, 24% were recruited internally.

Table 7: The Kind of Verifications Applied

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Educational Qualifications	28	56%
2	Legal background check	8	16%
3	Professional background	14	28%
	Total	50	100%

Source: Primary data

From the responses in table 7 shows that 56% of the respondents undergo educational qualification, 16% through that legal background check and the 28% undergo professional background check.

Table 8: Is The Recruitment System Transparent At All Level?

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Strongly agree	22	44%
2	Agree	18	36%
3	Neutral	10	20%
4	Disagree	0	0
	Total	50	100%

Source: Primary data

From the responses in table 8 shows that 36% of the respondents strongly agree to MRI transparency of recruitment and selection, 44% agree the transparency and 20% gave a neutral response.

Table 9: The Challenges Faced During Recruitment And Selection

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Leadership	10	26%
2	Poor planning	4	8%
3	Cost of recruitment and selection	30	60%
4	Lack of involvement of agents	2	4%
5	Lack of Experience of employer	2	4%
	Total	50	100%

Source: Primary data

From the responses in table 9 shows that 20% of the respondents said MRI Seed Zambia experiences challenges with leadership,8% said challenges are faced due to poor planning,60% said its due to the cost of recruitment,8% said its due to lack of agencies and 4% said its due to lack of experience.

Table 10: Rating The Overall Process of Recruitment And Selection Process

S/N	Responses	No. of Responses	Percentage Rate of Responses
1	Excellent	2	4%
2	Very Good	24	48%
3	Good	18	36%
4	Average	6	12%
	Total	50	100%

Source: Primary data



From the responses in table 9 shows that 4% the respondents rate the overall recruitment and selection as excellent, 48% said it is very good, 36% said it is good and the remaining 12% said it is average.

Recommendations and Conclusion

1. It was shown that 48% of the respondents said that there are more stages in recruitment.
2. 56% of the respondents had undergone the personal interview and the 44% of the respondents had done the psychometric tests.
3. It is shown that the recruitment and process used at the company is as follows: 36% of the respondents were recruited using recruitment agencies 20% of the respondents recruited from the internet, 20% of the respondents from the newspaper advert 24% were recruited internally.

The human resource manager and other department heads are involved during the recruitment selection process.

1. It was shown that 84% of the respondents agreed that the present recruitment and selection process is helpful for achieving the goals of the company.
2. It was shown that 68% of the respondents agreed that when there is a vacancy existing employees are considered.
3. It is shown that 72% of the respondents agreed that job vacancies are open to the public.
4. It is shown that during recruitment and selection that employment verification is carried out.
5. It is shown that 56% of the respondents undergo educational qualification.
6. The company should adopt the recruitment method radio adverts and have a program to recruit from college.
7. The must also employ young stuff between the ages of 21-30 so that the can have fresh talent in the organization.
8. The must increase more of internal recruitment so that can reduce the cost of recruitment and selection.

Majority of the employees are satisfied with the recruitment and selection hence the must continue with the current practices.

Recruitment is essential to effective Human Resource Management. It is the heart of the whole HR systems in the organization. The effectiveness of many other HR activities, such as selection and training depends largely on the quality of new employees attracted through the recruitment process. HR practitioners should be on the guard against all the malpractices and advocate for professional approach through the system. The HR should indicate disagreement in the event that biasing towards certain candidates is creeping in and point out the repercussion that may follow in terms of performance and motivation.

Finally, better recruitment and selection strategies result in improved organizational outcomes. The more effectively organizations recruit and select candidates, the more likely they are to hire and retain satisfied employees. In addition, the effectiveness of the organization's selection system can influence bottom-line business outcomes, such as productivity and financial performance. Hence, investing in the development of a comprehensive and valid selection system is money well spent.



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