The Role of Recruitment Management on Improving Organizational Performance in Organizations: Literature Review

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Abstract
The primary aim of the recruitment function is to provide a sufficient number of suitable job applicants. Recruitment is an undertaking carried-out to provide replacements for those who were promoted, retired or transferred through finding qualified people and encouraging them to apply for jobs in the organization. This study aims to review literature related to the role of recruitment on improving organizational performance in organizations with the aim to establish gaps for further studies on the topic.
Keywords: Role, Recruitment, Improving Organizational Performance and Objectives

1. Introduction

The success or failure of an organization is determined by the type of human resources it employs. Today in order for organizations to successfully attain all their set goals and objectives they have to ensure that they recruit people with the right skills, attitudes, work ethic, qualifications and experience (Rao, 2005:124). Recruitment can be defined as the process of finding and persuading job applicants to apply for current and or future job vacancies in the organization (Rao, 2005:124).

The determinants of effective recruitment management in organizations today include the following: outlining the objectives of recruitment, the prerequisites of successful recruitment, micro and macro environmental factors affecting recruitment, an organization's recruitment policies, methods of recruitment and the recommendations. It is critical that the recruitment determinants above must be designed in direct alignment with the organization's human resources management strategy which is also aligned to the business strategy (Grobbler *et al.,* 2006). Failure to align the recruitment strategy to the business strategy is one of the common reasons why there is recruitment failure in many organizations across the world (Heinen *et al.,* 2004).

1.1 Recruitment from a Global Perspective and its Objectives

The battle for skills in the global labour market has led to the demand of highly talented employees and more effective recruitment strategies by organizations (Armstrong, 2006:389). In 1943 the late British Prime Minister Sir Winston Churchill in his speech he once addressed at Harvard he somehow accurately predicted the future by stating the following statement, "Empires of the future will be empires of the mind" (Alkon, 2006:93). Thus Sir Winston Churchill's speech in today's context the battles of the future refers to the battles for talented employees who bring the much needed innovation and creative thinking into the organization in a world where knowledge sectors are the primary drivers of global growth namely: software, aerospace, biotechnology, financial services, consultancy and so on (Alkon, 2006:93). There are several objectives that the recruitment activity aims to fulfill on an on-going basis and these include the following:

1.1.1 To increase the number of job applicants at the lowest possible cost (Raju Battu, 2006:76),

1.1.2 To comply with the legal requirements and organizational policy regarding the management of diversity of the workforce,

1.1.3 To assist in enhancing the success level of the selection function by lowering the pool of less qualified or overqualified job candidates (Raju Battu, 2006:76),

1.1.4 To hire people who stay with the organization thus the recruitment process should not create misleading facts or impressions regarding job openings in order to quickly fill-in vacancies (Dessler, 1997:76).

2. Literature Review
2.1 The Prerequisites of Successful Recruitment

Effective recruitment can only be achieved if certain criteria or prerequisites are implemented. The prerequisites to effective recruitment include the following:

2.1.1 the firm must have carried-out a job analysis process in order to determine the actual job contents of the job and it must also have used the information gathered through the job analysis to develop the job description or specification to use during the recruitment process (Medina, 2006:51).

2.1.2 the human resources management specialists must have thoroughly developed a more updated job description and person specification using the job analysis since the nature of jobs is evolving everyday due to the rapid technological advancements happening in the business environment (Medina, 2006:51).

2.1.3 the firm must have managed to highlight the key performance areas (KPAs) or key result areas (KRAs) or critical success factors (CSFs) for its different jobs or vacancies (Viedge, 2003:77) & (Medina, 2006:51).

2.1.4 the firm should offer an attractive conducive working environment and employment conditions in order to carry-out an effective recruitment process. A good example is the United Kingdom-based Llyods Banking Group which is considered to be an employer of choice by most talented people in the British labour market. During the year 2015 Lloyds Banking Group was listed in '*The Times Top 50 Employers for Women 2015*' which names the leading workplaces in terms of gender equality, diversity and inclusion in the global business environment (Bateman, 2016).

2.2 Micro and Macro Environmental Factors Affecting Recruitment
Table 2.1 The micro and macro environmental factors affecting recruitment

Micro Environmental Factors	Macro Environmental Factors
Size of the organization	Labour legislation
Cost of recruiting	The labour market
The type of organization	Technology
Organizational policy	Economy
Image of the organization	
Recruitment requirement	

2.3 Recruitment Policies
Every human resources management department should have recruitment policies in place to help outline what the human resources specialists should abide by when conducting the recruitment process (Nel *et al*., 2006:220). Aspects that can be covered by the organization's recruitment policy may include the following:

2.3.1 Nepotism - the recruitment policy helps to provide guidelines on the employment of friends, relatives and immediate family members in order to help reduce bias (Hunter, 2002:84) & (Randhawa, 2007:68).

2.3.2 Labour legislation - this helps to guide the recruitment policy in terms of the employment of people from minority groups, women and people with disabilities (Randhawa, 2007:68).

2.3.3 Recruitment of applicants inside and outside the organization - generally a recruitment policy will determine the circumstances the organization will recruit job applicants from inside the organization and outside the organization (Randhawa, 2007:68).

2.3.4 Permanent and temporary employees - the permanent and temporary employees' recruitment process is generally stipulated in the recruitment policy of an organization and the guidelines to follow during the process as well are usually outlined in the policy (Hunter, 2002:85).

2.3.5 Recruitment budgets - in general recruitment budgets are usually clearly stipulated in the organization's recruitment policy in terms of the set minimum and maximum cost limits for all job positions in the organization and this also depends on the level of the job position in the organizational structure (Hunter, 2002:84).

2.4 Recruitment Methods
There are two types of recruitment methods or techniques namely internal (inside the organization) and external (outside the organization).
2.4.1 Internal Recruitment Methods
The internal recruitment methods refer to the sources of recruitment that can be used to fill-up job vacancies available within the organization (Hunter, 2002). The 5 internal recruitment methods that can be used by an organization include: (1) job posting (2) employee referrals (3) current employees personnel records (4) previous job applicants, resumes or curriculum vitaes (CVs) (Hunter, 2002:86), (Randhawa, 2007:70) & (McGeer, 2015).
2.4.2 External Recruitment Methods
Generally external recruitment is much more expensive whilst at the same time it offers benefits such as a high variety of new skills, ideas and values which are all essential for the long run continuation of innovation in the organization (Randhawa, 2007:72). The external recruitment methods include the following: (1) direct applications also known as walk-ins (2) the World Wide Web (3) university campus recruitment (4) advertisements (through using mass media, social media and the internet) (5) referrals (6) poaching (7) recruitment agencies (Grobler *et al*., 2006:174), (Armstrong, 2003:406), (Randhawa, 2007:72), (Fisher *at al*., 2003:248), (Gerber *et al.,* 1992:172) & (Pofeldt, 2014).

3. Recommendations
Today most of the organizations globally face numerous challenges during the recruitment process and one of the most common recruitment challenge is the failure to find suitable job applicants in the labour market (Rao, 2005:124). The following recommendations were indicated by the study literature findings.

3.1 Based on study findings organizations should by all means necessary avoid attracting a poor image and negative publicity in the labour market through offering customers high quality products or services, implementing employer branding, adopting a codes of ethics employees should follow and invest adequate

resources in employees' training and development (Rao, 2005:124),

3.2 The results of the study clearly indicate that due to the intense global competition for talent in the global labour market it is now a prerequisite for organizations to provide adequate financial resources towards the recruitment function (Rao, 2005:124).

4. Conclusion

The literature review findings clearly indicate that the availability of adequate financial resources, provision of conducive working environments and proper designing of the job description during the recruitment process is a prerequisite for a successful recruitment strategy. In addition the study findings have also pointed-out that the uncontrollable macro environment also plays a significant role in influencing the recruitment activity in an organization especially labour legislation, technology and the economy. Therefore, this paper has presented literature findings that clearly highlight that every human resources management department should have recruitment policies in place to help outline what the human resources specialists should abide by when conducting the recruitment process.

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