The Importance of the Strategic Recruitment and Selection Process on Meeting an Organisations Objectives’.

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Abstract

The aim of this dissertation is to highlight the importance of the strategic recruitment and selection process on meeting an organisation's objectives. Strategic human resource management (SHRM) has become a major aspect of the business world in the 21st century. More and more organisations are focusing attention on their human resources as they are seen as the main components in sustaining competitive advantage. Recruiting and selecting the right employees to do this is another feature, which is complex and stands out on its own. Today, SHRM is considered as a key framework for aligning the people of the organisation to the business objectives. Furthermore, in today’s modernised organisations, having strategic human resource management is seen as a major contribution to sustaining competitive advantage. Nowadays, most large organisations have a Human Resource department, some which are internal and some which are external, either way, this department has a lot to contribute. Some of the processes include training and development, performance management, corporate image, payroll and employee satisfaction. These are all aspects that contribute to the overall performance of a business. However, recruitment and selection can be highlighted as a major feature of strategic human resource management, as it is the people who are employed who ensure the organisation can target its objectives.

This dissertation focuses on the importance of the strategic recruitment and selection processes on meeting an organisation’s objectives. It is essential that the right people be employed for the right job in order for a business to grow and achieve its objectives. Furthermore, recruitment and selection is becoming more and more prevalent as organisations are becoming more aware of the need for it in order to target objectives as well as endorse competitive advantage.

This dissertation is aimed at the management of larger organisations. It demonstrates the need to spend sufficient time and money on the recruitment and selection process and how important it is as it can make a huge impact on organisations objectives.
1 Introduction

The purpose of this dissertation is to gain an understanding of the importance of the strategic recruitment and selection process and how they are incorporated into the organisations objectives’. The dissertation investigates three organisations and how they align their recruitment and selection with the objectives. Five interviews were performed with members of these three organisations in order to collect data, compare, analyse and produce results for the research question.

The topic for this dissertation demonstrates how important the strategic recruitment and selection process is on meeting an organisations objectives’. Chapters 1, 2 and 3 include an analysis of literature from a number of resources including academic articles and books as well as reports, discussions and case studies from a variety of organisations and organisation websites. According to Chanda, Bansal & Chanda (2010, p.4) a problematic function of HR planning is Recruitment and Selection. This is the most complex function in the HR department of an organisation. It is important to concentrate on this function, as it is time consuming, costly and most often a complex process.

According to O’ Riordan (2004, p.9) “a more strategic approach to HR is being implemented across the Irish civil service as more organisations are becoming more modernized and aware of the fundamental importance of aligning the strategic HR system with organisational objectives”. This shows that there is a strong emphasis on the human resource department in the Irish civil service. However, the alignment of strategic HR systems with organisational objectives is becoming a major factor in many large organisations today. Furthermore, strategic human resource management involves many features, however recruitment and selection can be emphasised as one of the more important elements.
It is important to note the difference between human resource management (HRM) and strategic human resource management (SHRM). Human resource management involves the management of people and developing a friendly employer/employee relationship. Strategic human resource management consists of aligning the productive use of people in achieving strategic organisational objectives (Sahoo, Das & Sundaray, 2011, p.18).

HR policies and procedures can be challenging in the implementation. According to O’Riordan (2004, p.9) in order to maintain a clear public service culture and promote a more professional and efficient delivery service, organisations in the Irish civil service need to implement a more strategic approach to HR. In order for this to materialize, civil service structures and practices need to be kept up to date. It is important for any organisation in any industry to keep up to date with the constant change of job roles, technology and the working environment. Strategic human resource management plays a vital role in an organisation and ensures that the organisation targets clear objectives. Therefore, strategic human resource management needs to take the time to put together a valid strategy. This is where the organisation’s vision is important, and needs to be aligned with the recruitment and selection process. The job analysis is the starting point for this as it demonstrates how effective the job role is and how it is incorporated with the vision. Strategic human resource management is becoming the main focus in organisations. Jain (2014, p.202) highlights that “the existence of a human resources department is vital to overall productivity and efficiency to the strong workforce in any thriving company”.

With constant changes and updates in organisations it is important to pro-actively recruit and select employees, as this in turn will lead the business to sustainable competitive advantage. Today, organisations are focusing more so on potential employees who are flexible, motivational, think positively and are trustworthy and confidant. These features are significant as they build a strong working relationship as well as promote competitive advantage. According to Taylor (2011, p.127) the main purpose of flexible working is that it helps employees’ achieve a better work-life balance and also contributes to managing their own work commitments more flexibly.
Effective management of human resources, improvement in organisational performance and the success of a particular business are achievable with the combination of the human resource management and business strategy (Holbeche, 1991; Schuler & Jackson, 1999; in the Aston Centre for Human Resources, 2008, p.15). This brings forth the contingency theory which emphasises the fit between an organisation's structure and strategy in determining the business performance (Budhwar & Aryee, 2008, in the Aston Centre for Human Resources, 2008, p.10). The contingency theory can be an advantage or a disadvantage but this depends on the background of the organisation.
2 Justification

This research will be a modern contribution to knowledge as there have been many changes in recruitment and selection in the last decade. According to Brazeel (2010, p.1), “Right now is the time to develop a strong recruitment and selection strategy to counter the effects of turnover and increase the opportunity to gain top talent.” In relation to this, Boxall (1994, in the Aston Centre for Human Resources, 2008, p.10) notes that the HR function in recent years has become proactive, descriptive and executive, whereas before it was reactive, prescriptive and administrative. Each and every organisation should have a strategic human resource department which is future orientated (Stroh & Caligiuri, 1998, in the Aston Centre for Human Resources, 2008, p.14). Employment trends have changed significantly in the last 20 years. In the past, some people accepted a job for life, whereas today’s jobseekers have career goals and are eager to change jobs in order to do this (Musgrave: A People Brand, 2008-2009).

Today the recruitment and selection process is an ongoing and time consuming task, whereas before organisations only done so on an as-needs basis (Barratt, p.5, 2006). This is additional evidence demonstrating how the recruitment and selection process has changed significantly in recent years. In order for an organisation to meet objectives strategic human resource management play a significant role as they align the people with the vision of the organisation. Furthermore, this leads to the accomplishment of organisational objectives.

Communication is deemed as a key feature of SHRM as it links the organisation with the employees, therefore, how the message is conveyed and how the employee receives it is also a significant feature (Tsui, Pearce, Porter and Tripoli 1997, in Periera and Gomez, 2012, p.4302).

Hedger (2009) recommends that, “even before or instead of thinking about their staffing situation they should do the following three activities: Improve the Way You Work, Build Relationships, and Assess Your Bench Strength.” In order for organisations to achieve their objectives it is vital that employees build relationships and work well as individuals and also in groups. Assessing the metrics is a major role in SHRM especially for bigger organisations. Boudreau & Ramsiad (2003, in Lawlor,
Levenson & Boudreau, 2004, p.28) state that in order for an organisation to have a clear knowledge and to evaluate the impact of HR actions, there are three different kinds of metrics that can be collected. These include efficiency, effectiveness and impact. Organisations today question, how much value is being added by human capital and how it helps to achieve its business objective’s (Adler, 2014, p.9). This demonstrates how effective HR metrics are in organisations and how they contribute to the running of a business.

The aim of this dissertation is to show the importance of the strategic recruitment and selection process on meeting an organisation’s objectives. The vision of any organisation is the starting point for building a productive team. Strategic recruitment and selection starts at the vision and works with management in order to build a hard working, innovative, well-structured business by employing the right people. HR practices must be coherent with an organisation’s strategy in order to achieve objectives (Richardson & Thompson, 1999, p.10). Undeniably, organisations vary in what they seek in employees concerning the objectives of the business however, different numbers of employees, a variety of competencies and diversity of motivation, are three significant elements for a successful HR strategy and especially in the recruitment and selection process (Richardson & Thompson, 1999, p.5).
The literature review breaks down the research topic into four different themes all of which relate to the dissertation topic. Each theme analyses the importance of the strategic recruitment and selection process on achieving organisations objectives’. Organisations Objectives’ can be highlighted, as the main theme in that all the themes are related back to this in some way.

Today, employees with diverse backgrounds are replacing workers with specialized qualifications (Heraty et al., 1997, in Heraty & Morley, 1998, p.663). In agreement with this, Burack and Singh (1995, in Heraty & Morley, 1998, p.663) emphasise that, firms need flexible employees who can adjust to the constant changing customer needs and working environment. More evidence of this is demonstrated in the findings of this dissertation. The difference between successful and unsuccessful organisations is down to the people who are employed and the way they work (Pfeffer, 1994, in Heraty & Morley, 1998, p.663).

According to Huselid (1994, in Siddique, 2004, p.220), well-devised HR programs not only reduce employee turnover but also make a considerable contribution to financial performance and an impact on the productivity of an organisation. This shows how human resources play a leading role in making a valuable impact on the functions of an organisation.
3 Literature Review

3.1 Literature Review Introduction

The purpose of this chapter is to demonstrate the strategic recruitment and selection process and the importance this in relation to meeting an organisations objectives’. The literature review defines and links the different themes within the dissertation topic. Relevant theories and concepts associated with human resource management and recruitment and selection will be portrayed in this chapter. The literature review demonstrates an analysis of literature that has already been written on the dissertation topic. The main ideas associated with the topic are summarized and discussed to demonstrate the different views and opinions from a variety of literature. The topic of this dissertation is The Importance of the Strategic Recruitment and Selection Process on meeting an Organisations Objectives’. The main themes in this chapter include:

Theme 1: Organisations Objectives’

Theme 2: Strategic Human Resource Management

Theme 3: The Strategic Recruitment and Selection Process

Theme 4: Talent Management

3.2 Organisations Objectives’

The mission statement is the first step in setting objectives for the organisation. The incorporation of the strategy with the organisation’s long-term vision enables it to achieve competitive advantage. Both the mission and the vision serve different, yet fundamental roles in the incorporation of the strategic plan. Organisations that are well managed devote much attention to the recruitment and selection processes. This increases the amount of individuals who have the most appropriate attributes to become high performers, which leads to organisation objectives (Henderson, 2011, p.159). In agreement with this, Ripley and Ripley (1994, in Heraty & Morley, 1998, p.663) note that the most important organisational concern today is the recruitment of the best-qualified individuals while still meeting regular requirements.
It is of vital importance to be aware of the decisions made at the early stages of recruitment and selection as this will impact on the overall strategic long-term vision of the organisation (Henderson, 2011, p.84).

Organisations are using formal methods in order to select individuals and make sure the right candidates are employed. Organisations are also constantly appraising current employees to spot talent that can be diverted if a department is eliminated or downsized (Hedger, 2009). According to Hedger (2009) “Being able to make effective assessments also improves efficiency — particularly in organisations that hire large volumes of employees”. In today’s current economic climate, although many organisations seek potential employees with experience, students are graduating with very high qualifications. Furthermore, this leaves it more challenging for organisations when it comes to recruiting and selecting with numbers of applicants increasing all the time. Assessment tools increase the speed of the selection process making sure the right people are chosen for the job (Hedger, 2009). Organisations should review their previous and current recruitment and selection sources, to see what has been the most effective. This is to make sure they are employing individuals with the right knowledge, skills and abilities in order to work towards the organisations objectives’. Whilst saving the organisation a lot of money in the long run, this will also help to create their new strategy (Raphael, 2010, p.557). As well as strategic HR metrics, it is important that HR policies are also integrated in order to develop a ‘high-commitment’, ‘high-performance’ approach to the management of people (Holbeche, 2001; in O’ Riordan, 2004, p.8). Determining salary and wages are one of the most strenuous aspects of human resource management. As well as it being a complex subject for human resource management it is very important to the employees and organisation as it places a major emphasis on the organisation’s success (Jain, 2014, p.206).
The development of effective HR metrics involves having a close working relationship with people in other functions of the organisation. Such functions include management information systems, finance, IT, marketing etc. depending on the business (CIPD, 2011, p.15). When HR metrics are used effectively, along with the time consumed in planning the strategy and vision of the organisation, the more chance an organisation has in targeting its objectives. HR metrics are important, but what’s more important is choosing the right metrics. In order to measure the impact of human capital there are three metrics that should be taken into consideration, these include: efficiency, effectiveness and impact (Boudreau and Ramsted, 2003, in Lawlor, Levenson and Boudreau, 2004, p28). This is what lines the HR professionals with the strategic objectives. According to Seldon (2008, p. 10) there are five primary goals of a human capital system: strategic human capital planning, recruiting and selecting employees, retaining employees, training and developing employees and managing employee performance. According to Adler (2014, p. 9) “Metrics play a critical role in ensuring that management’s attention is focused on those factors and contributes to the organisation’s survival, sustainability and success.” As demonstrated throughout this theme, HR metrics are deemed as a key contribution to an organisations objectives’. Highlighting its importance, Jain (2014, p.202) states that it is essential to keep a record and collect complex information and metrics of the performance of employees as it helps human resources to work out major solutions to inefficiency, slumps in profit margins and more. It can be a complex task for management to use metrics to measure the impact of their human capital but long-term it is a valuable aspect towards the contribution of sustaining competitive advantage.

It is important to identify the tangible as well as the intangible features of people management processes within an organisation. Whilst financial concepts such as Return on Equity are pivotal, the development of employees and people management result in better performance therefore targeting organisation objectives. As stated above three important measures to be taken into consideration are: HR effectiveness, HR impact and HR efficiency (CIPD, 2011, P.15). Schuler (2000, p.239) notes that organisations are committing a lot more time, skill and attention into managing people effectively as it has become an important aspect in recent years.
Communication is a key factor in human resource management and in particular when there is a contribution to the organisations objectives’. According to O’ Riordan (2004, p.79) many HR actions are implemented due to strong communication. It is crucial that the human resource department have strong communication skills, as it is this department that links all other areas of the business towards reaching the overall objectives of the organisation. AlDamoe, Yazam and Ahmid (2012, in Demo et al., 2012, p.397) state that, better performance is achieved through the people in an organisation and that this is one of the distinctive features of HRM.

Ulrich (1997, in O’ Riordan, 2004, p.18) states that HR aspects like a committed workforce, development of employee competencies or an excellent training system are regarded as vital in the construction of competitive advantage. These are regarded as qualities that are difficult to imitate and therefore critical sources of sustaining competitive advantage. In addition to this, Jain (2014, p.200) indicates that business strategy is concerned with an organisations objectives’. The HR strategy should be aligned with the business strategy to therefore shape the organisational culture. For the business strategy to work the organisation must take into consideration important HR limitations. Today, organisations are constantly looking at human resources as key assets as they are regarded as valuable contributions towards competitive advantage (Sahoo, Das & Sundaray, 2011, p25). For a business to retain competitive advantage it is vital that the right employees are recruited, selected, trained and developed. Furthermore, this demonstrates why the strategic human resource management plays a significant role in an organisation.

### 3.3 Strategic Human Resource Management

Irrespective of the increasing volume of research conducted, an understanding of strategic human resource management (SHRM) and human resource management (HRM) can still be misunderstood. Ramona & Anca (2013, p.633) identified that strategic human resource management is continuously developing and it is important that management have a good knowledge of it, as it is a complex process. Adding to this Ramona & Anca (2013, p.632) interestingly state that nowadays, in the corporate world the human resource function is becoming more than just a function and is being developed as more of a strategic partner.
This is quite evident in a lot of literature, as the strategic unit of this function is focused on integrating human resources with HR policies and practices and incorporating them into the organisations objectives’. Armstrong (2009, p.29) describes strategic human resource management as, “an approach that defines how the organisations’ goals will be achieved through people by means of HR strategies and integrated HR policies and practices”. Similar to this, Branberger and Meshoulam (2000, in Bratton and Gold, 2007, p.49) define SHRM as “the process by which organisations seek to link the human, social, and intellectual capital of their members to the strategic needs of the firm”. Additionally, CIPD (in Ramona & Anca, 2013, p.633) recently explained SHRM “as an approach to the management of human resources that provides a strategic framework to support long-term business goals and outcomes”. The main focus of human resource management (HRM) is on managing people whilst also reinforcing a solid relationship between employers and employees, however strategic human resource management (SHRM) involves the alignment of the employees to the organisations objectives’.

According to Johnson and Scholes, (1999, in Millmore, 2003, p.88) “strategic behavior involves an organisation in matching its resources over the long run to the demands of its changing environment”. Management today needs to consider the fast paced changing environment of their organisations. In order to keep up to date with new technologies and industry trends, recruitment and selection as well as training and development are seen as valuable and significant elements. Furthermore, this is where strategic human resource management is prevalent. Porter, Bingham and Simmonds (2008, p.46) highlight that it is important that sufficient time and money is contributed towards recruiting and selecting the right human resources of an organisation, which are then managed and trained in the best way to meet objectives and sustain competitive advantage.

Ramona & Anca (2013, p.636) highlight that “human resource management is an integral part of how an organisation is going to achieve its mission and only by integrating it into the organisation’s strategic plan one can keep people aligned with the objectives of the organisation”.

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Boxall and Purcell (2011, in Porter, Bingham and Simmonds, 2008, p.121) indicate that the competencies, skills, motivation and social interaction of the employee’s of an organisation are increasingly being seen as critical sources of competitive advantage. With new technologies and innovations, the growth of marketplaces and changes in the economy and population, the speed of work is increasing and business models that used to work well are now becoming outdated. Today it is becoming increasingly important to update employee’s skills and competencies by developing and training them in order to establish a balance between employee preferences and employer requirements (Cassidy-MacKenzie, 2014, p.14).

According to Armstrong (2014, p.18) SHRM “provides the foundation for strategic reviews in which analyses of the organisational context and existing HR practices led to decisions on strategic plans for the development of overall or specific HR strategies”. The diagram below demonstrates how the different strategic procedures are incorporated to create SHRM.

![Figure 1: Strategic Human Resource Model](image)

Schuler and Jackson (2007, p. 313) suggest that the main purpose of managing human resources as effectively as possible is to gain competitive advantage, attain higher levels of performance, satisfy the needs of employees and customers and finally adhere to the rules and regulations of society. In addition to this, Miller and Aston (1991 and 1993, in the Aston Centre for Human Resources, 2008, p.11) highlight that
the main value of strategy is to allow an organisation to achieve competitive advantage by focusing on its unique capabilities, for example the present and future direction of the organisation. Porter (1980, in the Aston Centre for Human Resources, 2008, p.21) discovered three possible generic strategies for competitive advantage in business. These were: cost leadership (when an organisation lowers its prices than its competitors by spending less on products and services), innovation (when the organisation can provide a unique product or service) and quality (when the organisation can provide high-quality goods and services to customers). Porter (1980, in the Aston Centre for Human Resources, 2008, p.21) proposes that if an organisation considers any of the three recommended generic strategies that they will outperform their competitors. Budhwar and Aryee (2008, in in the Aston Centre for Human Resources, 2008, p.25) state that for a resource to be a source of competitive advantage it must be rare, valuable, inimitable and non-substitutable. In addition to this, Sisson (1994, in Kelleher and Perrett, 2001, p.423) states that the unfolding of HRM in the 1980s was due to the concept of competitive advantage.

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**Figure 2: The relationship between resource endowments, strategies and sustained competitive advantage**

(Barney (1991) and Hill and Jones (2001), in Bratton and Gold, 2007, p.56)

The most significant feature of sustaining competitive advantage is the employees. Krauthamer and Dorfman (1996, in Heraty and Morley, 1998, p.663) explain that, “Even in today’s technically advanced business environment, the human factor will always be instrumental to the success of an organisation”. Therefore, it is crucial that human resource management recruit, train, motivate and reward their employees in
order to support the success of the business (Sission, 1994, in Kelleher and Perrett, 2001, p.423). By developing a unique and valuable workforce, the strategic human resource management can sustain competitive advantage.

Diversity can be identified in many organisations as an imperative subject. It is demonstrated as a complex area to manage (Carrell & Mann, 1993, p. 756). According to Koury (2009, p.4) “People would be foolish to exclude potentially great candidates based on personal bias”. It is interesting to note how attitudes to diversity can change, for example when Obama was elected as president of the United States in 2008. An African American would possibly not have been elected if it were fifteen years ago. It is all down to the right person for the job. Today, the most powerful companies are defined by their multicultural and diverse work forces. Linking diversity to the recruitment and selection process demonstrates that it is a crucial factor in that management uses a variety of adequate sourcing channels (Koury, 2009, p.4).

It is important for an organisation to choose the right competencies in order to plan and develop their employees’. Companies determine, which job best suits their business needs and objectives, recruit and select the best employees in the most efficient and effective manner and help staff to progress in the development of their future job roles (Talukder, 2014, p.80). This is where the job analysis plays a major role in strategic recruitment and selection. The job analysis provides the key knowledge, skills and abilities (KSA’s) that are required for the job; this is where they are well defined (Landy et al., 2005, in Talukder, 2014, p.79).

Johnson and Scholes (1999, in Chanda, Bansal & Chanda, 2010, p.3) highlight that strategy implementation is concerned with aligning the organisation structure, systems and processes to achieve the business strategy.

This demonstrates how important it is for strategic human resource management to have a clear understanding of the mission, vision and value of the organisation and to therefore recruit and select the right people. Additionally, this shows how the job analysis plays a vital part of the recruitment and selection process. The job analysis procedure involves gathering, analyzing and putting together information about the job content in order to regulate the principle tasks and roles involved (Porter, Bingham and Simmonds, 2008, p.124). Schuler and Jackson (1996, in Siddique, 2004,
p. 224) indicate that the job analysis was the strategic HR management tool that helped companies map out career paths for its employees and redesign jobs to match company goals as well as employee expectations. The redesigned jobs improved relationships between employees and management when it came to rewarding staff for better performance. Plumbley (1991, in Chanda, Bansal & Chanda, 2010, p.4) notes that it is of major significance for an organisation to provide an effective job analysis to target the right candidates. The job analysis should include the job description and specifications, and based on this, the selection criteria is formed.

Johnson, Morrow and Johnson (2002, in Chanda, Bansal & Chanda, 2010, p.4) state that there has been much discussion about employees that are unable to perform their job due to lack of qualifications, however those employees that are over qualified incline to experience less job satisfaction due to their higher qualification. This demonstrates how important it is to recruit and select future employees with the right skills, competencies and qualifications needed for a job. Although taking everything into consideration, this depends highly on the job and what it entails.

Boxall and Purcell (2011, p.69) state that HR strategies should differ depending on the contextual factors but organisations should aim to develop a consistent style. The contingency approach is the term used when an organisations policies and practices are shaped within a particular context. Effective policies and strategies are those that apply principles within the specific setting confronted by the unique organisation (Rees and French, 2010, p.187). Furthermore, many managers tailor their HRM to the context of the organisation. The ‘best fit’ model can sometimes be understood as the alignment between the organisation’s business and the HR strategies (Armstrong, 2012, p.23). Whereas the ‘best-practice’ model is established on the belief that there is a set of best HRM practices used globally and is best for any organisation in any situation. Cappelli and Crocker-Hefter (1996, in Armstrong, 2012, p. 24) indicate that there are a number of organisations that have their own unique management practices and these unique practices shape the core competencies that regulate how organisations compete.

‘Bundling’ is the term used when organisations interpret many HR practices. Richardson and Thompson (1999, in Armstrong, 2012, p.24) suggest that the organisations that have a higher level of performance are those that use bundles of HR
practices. Whereas, Dyer and Holder (1988, in Armstrong, 2012, p.24) explain that what is best depends on the organisation and that there are no limitations to the concept. It all depends on the context of the organisation as to how these models are interpreted.

Strategic decisions in an organisation determine the long-term goals, the range of activities and the matching of its resources to the changing environment (Henderson, 2011, p.84). It is important to use HR metrics to shape the future of an organisation (CIPD, 2011, p.7). According to Sahoo, Das & Sundaray (2011, p.18), “strategic human resource management (SHRM) involves productive use of people in achieving organisations strategic business objectives and fulfilment of individual employee needs”. It is about tying the people in the workplace with the corporate strategies. According to Guest and Schuler (1987 and 1992, in the Aston Centre for Human Resources, p.11) human resource management (HRM) is concerned with the integration of HRM into the business strategy and familiarizing the HRM at all levels of the organisation. In addition Conner and Ulrich (1996, in Mitchell, Obeidat and Bray, 2013, p.900) demonstrate that in order to achieve organisational goals professional HR should concentrate on aligning the HR practices with business objectives. Cleland, Pajo and Toulson (2000, in Mitchell, Obeidat and Bray, 2013, p.900) imply that amidst all HR responsibilities, many authors have argued that the “strategic role” is a crucial one for HR professionals in today’s organisations.

One of the main objectives in strategic human resource management is to implement strategies that are integrated with the business strategy and by doing this it is important to employ the most talented skilled and engaged people it needs (Armstrong, 2014, p.5). This is why the recruitment and selection process is a major aspect of SHRM. Recruiting and selecting the right people for the right job is a time consuming and costly process for a lot of organisations. However, it plays an essential role, especially as it contributes to the overall effectiveness of the organisation.

The AMO model is important to take into consideration when recruiting and selecting candidates to fulfil a certain job role. Millmore et al. (2007, p.75) highlight that the theoretical framework shows that employee performance is a function of ability, motivation and opportunity. Furthermore, it can be said that people perform better when they obtain the knowledge and skills necessary for the job; they are motivated
to perform and are given the opportunity to progress with their skills which in turn contributes to organisational success. According to Purcell (2015, p.5) the AMO model is at the heart of strategic human resource management. Organisation’s wishing to maximize their employee contribution must have practicable policies in the three broad areas of the AMO model, which was designed to contribute to the achievement of business strategies.

In conclusion, the strategic human resource system involves aligning the people within the organisation, in order to succeed in working towards the same objectives and integrating the HRM strategies into corporate strategies.
3.4 The Strategic Recruitment and Selection Process

According to Schuler (2000, p.239) “more and more companies are recognizing the importance of managing their human resources as effectively as possible”. Schuler and Jackson (1999, in Schuler, 2000, p.239) highlight that “SHRM is largely about integration and adaptation”. Aaker (1989, in Sangeetha, 2010, p.94) identifies that recruitment and selection lie at the heart of how the business perceives the human resources required to sustain a competitive advantage over their competitors. The recruitment process involves the sourcing, advertising and interviewing of future employees, however the selection process entails the staffing and training of new employees in their new job role (Sangeetha, 2010, p.94). In order for an organisation to sustain competitive advantage each step in the recruitment and selection process needs careful time and consideration. Decisions made in the recruitment and selection stage will impact the company in the future. Bad decisions made in the selection process can create serious costs for an organisation. Therefore, this is a major process in strategic human resource management (Henderson, 2011, p.84). There is a set of best HRM practices that are universal, meaning that they are best in any situation. Adaptation of these practices will lead to superior organisational performance (Armstrong, 2014, p.30). Analysis of recruitment strengths and weaknesses, analysis of the requirements and also identifying sources for candidates are all steps required in the planning of attracting candidates (Armstrong, 2014, p.234). According to Raphael (2010, p.558) planning for future job and employee needs as well as the way the organisation performs within its various functions is an essential aspect. Herriot (1989, in Branine, 2008, p.498) states that when a recruitment program is effective it will appeal to a greater number of applicants. Furthermore, having more applications leaves the recruiter with more of a choice.
3.4.1 Recruitment in the virtual world

Cook (1993; in Heraty & Morley, 1998, p.666) informs us that whilst advertisement is an important aspect of job vacancies, jobseekers are sometimes recruited by word of mouth. In this case, individuals stay longer in a job as they have more knowledge about what the job entails. This form of recruitment can be related to internal recruitment in that someone who is already working for an organisation knows a suitable person who would match a certain job role within that organisation. This form of recruitment is deemed as cost effective and less time consuming, as there is less money and time spent on advertisement. Garg (2011, in Shikari, 2011, p.32) notes that social networking is one of the most effective sourcing tools to benefit recruiters especially with today's generation. Today, social media is used by nearly everyone to keep in touch with friends and family, and now, job prospects. In addition to this, French and Rumbles (2010, in Rees and French, p.183) state that graduates today are using social networks as a primary source of information and communication. However, in spite of the increasing use of the Internet as an efficient recruitment source, the Chartered Institute of Personnel and Development (2007, in Branine, 2008, p.500) highlight that, most companies still use print media to recruit possible applicants. The benefits of recruiting online for employers, is that it reduces administrative costs, it is much quicker and there are no geographical limits. Whitford (2003, in Rees and French, 2010, p.183) imply that the advantages and disadvantages are endless; however employers are now combing traditional methods of recruitment with online recruitment by posting job vacancies on printed adverts to revert jobseekers to apply online. People today have an extensive knowledge of what is available to them in the virtual world of job vacancies. The use of the Internet for online recruitment is becoming increasingly popular, especially with students graduating today, as it is a lot less time consuming, easy to access, easy to use and cost effective.
3.4.2 Strategic Integration

Millmore (2003, p.90) argues that in order for recruitment and selection to be categorized as strategic, it must display three separate features. These include strategic integration, long-term focus, and a method for interpreting strategic demands into a suitable recruitment and selection design. Strategic integration is viewed as a key feature in human resource management. In the strategic alignment it is important to match resources to a developing and ever changing environment. Adding to this, Sparrow and Hiltrop (1994, in Millmore, 2003, p.90) demonstrate how important the recruitment and selection process is in an organisation, and that this process aligns the performance of employees with the corporate strategy. Strategic integration aligns the business strategies with the constantly changing business environment. Monks (1993, in Vernon and Brewster, 2013, p.1113) suggests that those who have more experience in human resources tend to encourage a more strategic approach. Therefore, human resource management plays a key role in the formation of strategic integration (Millmore, 2003, p.87). A diagram demonstrating the integration of recruitment and selection strategic integration is shown below. It is important to note that recruitment and selection in HRM plays a significant role in an organisation as it aligns the workforce to the organisations objectives’.

![Business strategy formulation](image)

**Figure 2: A framework of recruitment and selection strategic integration**

(Chanda, Bansal and Chanda, 2010, p.5)
3.4.3 The Job Analysis

A job analysis is the first step in the recruitment stage and occurs when an organisation decides to fill an existing vacancy. It has a major association with work and the alignment of employees to organisations objectives'. The job analysis shows the requirements of the job and how the job fits into the organisations structure, which then attracts suitable candidates (Heraty & Morley, 1998, p.665). An effective job analysis can save a lot of time and money in the long run; therefore it is vital that it is done right. Adding to this, Smith et al. (1989, in Heraty & Morley, 1998, p.665) claim that the more adequately the recruitment process is performed the easier it will be to select potential candidates. The job analysis is the first step in targeting and recruiting jobseekers and aligning them to the specific job opening (Delaney and Huselid, 2006, in Chanda, Bansal & Chanda, 2010, p.4). According to Clifford (1994, in Siddique, 2004, p. 221) organisations that proactively and consistently create job analysis tend to have a much better understanding of their employees capabilities and can take the time to improve any flaws in their skills and behaviours. Adding to this Mullen (2005, in Talukder, 2014, p.80) states that successful selection is only achievable when effective recruitment is tackled. Data collection for the job analysis can include questionnaires, observations, interviews and employee logbooks (Siddique, 2004, p.225). These are all aspects of the recruitment and selection process and they all need close attention, as they will impact the organisations objectives’ in the long run. Jain (2014, p.203) identifies that the main “purpose of the job analyses it to establish and document the ‘job relatedness’ of employment procedures such as training, selection, compensation, and performance appraisal.”

3.4.4 Selection methods and HR planning

Organisations need to choose selection methods that are suitable to the job. Giving the type of job, these methods should be consistent. Some of these methods may include, application forms, interviews, references, assessment centres and formal tests (Chanda, Bansal and Chanda, 2010, p.4). According to Huselid (1994, in Siddique, 2004, p. 220) a well-structured HR plan minimizes employee turnover as well as create a significant contribution to financial performance.
Accurate HR planning is the main feature of converting business strategies into specific HRM policies and practices, in particular with recruitment and selection policies and practices (Hussey 1999, Breaugh and Starke, 2000, Anderson, et al., 2000 in, Chanda, Bansal and Chanda, 2010, p.4). Drucker (2002, in Siddique, 2004, p.220) suggests that the competitive nature of today’s organisation is due to the fact that they have strong human resources and innovative employee management practices. It is important to take into consideration here that organisations that implement their human resource system with the business strategy will succeed in the long term. It is vital to align the strategic recruitment and selection process with the organisations objectives’ and for this to be achieved an effective and dedicated HR team is needed. The main objective for HRM planning is to get the right number of people with the right knowledge, skills and abilities, in the right job role at the right time in a timely and costly effective manner (Hussey 1999, Breaugh and Starke, 2000, Anderson, et al., 2000 in, Chanda, Bansal and Chanda, 2010, p.4).

3.4.5 Graduate Recruitment

Many organisations today are sourcing their employees through universities and their campuses. In doing this it gives different organisations the opportunity to communicate and engage with students. On many occasions this may lead to recruiting graduates who best fit an organisation’s culture and requirements (Beattie, 2014, p.24). There are a number of benefits to recruiting graduates. They are adaptable and willing to learn new skills through training and development programs. Transferable skills such as oral communication, presentations, problem-solving and data analysis are all are gained throughout university. Some graduates have completed a series of work placements in either different organisations or the same organisation for a number of months throughout their degree program. Furthermore, this provides the student with a taste of what to expect in the real working world. By educating and preparing graduates with the knowledge and skills needed for the working world, they are prepared to work in more complex types of work and are eager to be challenged (Branine, 2008, p.498). Career expositions and recruitment events are viewed as popular methods of sourcing and recruiting talented graduates (Beattie, 2014, p.24).
In addition to this, we are informed from the Crash Course of Recruiting Graduates (2011, p.19) that Accenture provide a boot camp where candidates can meet with consultants to discuss what is involved in a career with the organisation. This leaves a lasting impression with a candidate and demonstrates how an organisation can make an impact through something so simple. There is a lot of competition in graduate recruitment today as many organisations are on the hunt for the best employees. With significant changes to the recruitment and selection of graduates in recent years, sectors that were traditionally for non-graduates now face the competition of the graduate recruitment market (Branine, 2008, p.497). Beattie (2014, p.24) informs us that recruiting graduates and interns is becoming an important aspect of an organisations talent strategy. Many organisations today are making more of an effort to engage with universities around the country and taking more interest in recruiting graduates.

### 3.5 Talent Management

Many researchers have difficulty defining the concept of talent management when reading literature based around the topic. Some authors don’t even try to define the term, as there is no concise definition (Muntean, 2014, p.301). However, this section demonstrates the main terminology of talent management and discusses how talent management has become a major concern in strategic human resource management today.

Armstrong (2014, p.264) defines talent management as “the process of ensuring that the organisation has the talented people it needs to attain its business goals”. Talent management is a major feature of strategic human resource management as it ensures the organisation has the most talented people it needs to facilitate its business objectives (Armstrong, 2012, p.653). According to McCauley and Wakefield (2006, p.4), “Talent management processes include workforce planning, talent gap analysis, recruiting, staffing, education and development, retention, talent reviews, succession planning, and evaluation”. It is important that the right processes are in place to attract and retain employees. Furthermore, organisations depend on a talented pool of people in order to transform their vision into reality (McCauley and Wakefield, 2006, p.4).
As talent management includes the way an organisation engages with its employees, it can be demonstrated as a cloud over the SHRM (Talent Management Orientation Guide 2015, p. 30). Phillips (2014, p.17) describes ‘talent’ as a group of leaders, technical experts and key contributors in an organisation that leads to the success of a growing competitive business. Strategic talent management involves the foreseeing of human capital and setting out a plan to meet it (Cappelli, 2008, in Beardwell and Claydon, 2010, p.163). Competition between organisations has escalated globally, which has increased the requirement for human capital, furthermore, this has made it necessary to provide a number of talents in organisations (Muntean, 2014, p.301).

Talent management can be aligned with the job analysis as it is about attracting talent for a particular job role. Here it is evident that attracting talent is about identifying candidates with the suitable skills and competencies required to fulfil the organisations objectives’ as well as the job role. The Centre for innovation in Public Service (2006, in Seldon, 2008, p.3) states that the primary target of human capital management (HCM) is to create a performance aligned workforce by embracing HCM systems, polices, procedures, and practices that are aligned with an organisation’s strategic mission and that they are internally stable. The United States Patent and Trademark Office (2011-2015, p.12) highlight that “Talent management requires closing all competency gaps in mission-critical occupations and making meaningful progress in closing competency gaps in all agency occupations”. Furthermore, in an effort to close competency gaps is a function of three human resource processes that involve, recruiting and hiring, developing, and retaining.

According to McCauley and Wakefield (2006, p.5), “HR executives and managers must work together to link the business strategy with the talent needed to execute it”. Coulson-Thomas (2012, p.40) argues that bringing in excellent people can create problems unless they are properly managed. It is important to note that selecting talent needs to be relevant to what an organisation hopes to achieve. According to Cook and Maccaulay (2009, p.37) talent management is the foundation for retaining an organisation. PWC (2012-2015) state that, “HR leaders need to mobilise talent to help businesses grow”. They also highlight that nowadays businesses are focusing on global growth. In relation to this, Muntean (2014, p.302) states that “Globalization has produced the transition of talent management from process to strategy”.

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Talent gaps along with the demand and supply of talent and recruiting, selecting and maintaining the right people in the right places at the right time has never been more complex and challenging (PWC, 2012-2015). This can be related back to the recruitment and selection process, in that people are graduating with very high qualifications, leaving it a challenging task for organisations in the recruitment and selection process.

Talent management is a significant element of strategic human resource management and it is important to link talent management with diversity. It is essential to recruit a talent pool that is diverse, instead of having the same talented people with the same mind set and ideas. It is critical in an organisation to recognize existing talent as well as attract new talent. In order for this to take place organisations need to implement development programs in order to maximize performance and furthermore, help in achieving the business objectives. It is the employees of these organisations that are the key to success (Cassidy-MacKenzie, 2014, p.14). Robinson and Dechant (1997, in Ng and Burke, 2005, p.1196) highlight that executives are more willing to offer resources and commitment to promoting diversity. This is more evident as Cox and Blake (1991, Ng and Burke, 2005, p.1196) demonstrate that diversity management decreases turnover and absenteeism, attracts strong and hard-working employees, increases the growth of sales and marketing, develops innovation and enriches decision making.

If the process of talent management is managed well, organisations can see results in its workforce. For example, better employee retention and motivation can be seen as well as the improvement of organisational effectiveness. Organisations today are putting a huge emphasis on talent management, as it is deemed as a key contribution to long-term competitive advantage (Cook and Macaulay, 2009, p.37 – 38). Evidence in this chapter has shown that organisations are highlighting the importance of the strategic recruitment and selection process. Talent management is a major part of recruitment and selection and is seen as an on-going process. Furthermore, it will benefit organisations in targeting objectives in the long run.
3.6 Literature Conclusion

The literature review explains the different themes associated with the topic of the dissertation. The four themes in this chapter are incorporated into the dissertation topic. It is evident that strategic human resource management plays a major role in any organisation as it aligns the workforce to the mission, vision and value. It is also evident, from a variety of different literature sources that organisations objectives’ are met when there is an effective recruitment and selection process in place. In addition to this, it is evident from the literature on this topic that recruitment and selection play a vital role in large organisations. In order to align potential employees to the vision of an organisation it is essential they recruit on the basis of what the organisation hopes to achieve in the long term. This demonstrates the strategic integration of recruitment and selection with an organisations objectives’. It is fundamental that there is sufficient time and money allocated to this process, as it can be a complex task. When there is sufficient time dedicated to the recruitment process for example, the job analysis, this leaves it easier for organisations to make decisions in the selection stage. Organisations today are paying more attention to their employees as they are seen as valuable resources towards sustaining competitive advantage. Nowadays people are changing jobs all the time, unlike they did in the past. Therefore, proactive planning for future jobs is a key concern in organisations today as jobs are constantly being updated and recruitment is an on-going occurrence.
4 Chapter 4: Research Methodology

4.1 Methodology Introduction

The purpose of this chapter is to demonstrate the research philosophies and methods chosen in order to analyse and present the data collected. The main aim of this research is to perform an inductive study to demonstrate how important it is to recruit and select the right people in order to target organisations objectives’. This starts primarily at the recruitment and selection stage, hence why it is a significant element of an organisation. There are many factors to take into consideration when working towards an organisations objectives’. However, the recruitment and selection process is one of the more critical factors and it is of major importance to get this right as there is a lot of time, money and effort put into this process. This dissertation is based on an inductive approach. I conducted semi-structured interviews in three very different organisations, demonstrating the different perspectives of recruitment and selection and how it is aligned with the organisations objectives’.

In order to complete this research it was important to take into consideration and understand the different research methods available to me. By analyzing the research onion different philosophies were explored and it became clear as to what approach would be best suited and what could be eliminated. According to Saunders, Lewis and Thornhill (2009, p.5) research can be described as something that people undertake in order to gain information in an organized way. The Methodology demonstrates the research design (philosophy, approach and strategy), which was pursued in this dissertation. According to Saunders et al. (2009, p.3) the methodology refers to the theory of how research should be undertaken. Each individual will have different views, which will influence their research process. Research methods are designed, depending on each individual’s research question. The research philosophy chosen will determine the overall structure of the dissertation. Furthermore, the philosophy chosen determined the research approach, which then led to the strategy. The strategy then established that a qualitative data analysis would be the most appropriate procedure to proceed with.
The research onion shown in Saunders et al. (2009, p.139) was used as a sufficient reference point to gain an understanding of the potential philosophies and approaches in this research.

As shown above, Saunders, Lewis & Thornhill (2009, p.138) use the research onion to demonstrate the different layers an individual must consider at the beginning of a research process. These layers include: research philosophies, approaches, strategies, choices, time horizons, techniques and procedures.

This chapter will include the research approach and strategy. Whilst ethical issues and research limitations will also be discussed.
4.2 Research Design

4.2.1 Research Philosophy

The research philosophy adopted contains valuable assumptions about how the world is viewed; from this the research strategy and methods were derived (Saunders, Lewis & Thornhill, 2009, p.108). The research philosophy is the first layer of the research onion and therefore the first step of the research process. There are many research philosophies to take into consideration, however these will vary depending on the individual. This in turn will determine the research approach. According to Saunders et al. (2009, p.108) there are four research philosophies to be considered, these are positivism, realism, interpretivism and pragmatism.

It became clear in this dissertation, that interpretivism was the best research philosophy to perform. In the interpretivism paradigm, understanding subjective meanings of persons in studied areas is of major importance. Individuals develop subjective and shared meanings built upon the social world. These meanings can vary and multiply leading the researcher to seek countless views rather than restricting meanings into a few ideas (Creswell, 2014, p.8). It is up to the researcher to make sense of these meanings, which others perceive about the world. Furthermore, these meanings are then generated into theories (Creswell, 2014, p.8). The interpretivism philosophy was best suited to this research, as I gained an understanding of how the different candidates that participated in the research reacted in certain situations in the social world. Through observation I was able to take into consideration the different meanings and factors which are shared amongst these individuals. Saunders, Lewis & Thornhill (2009, p.116) use the metaphor of ‘social actors’ to associate humans as playing a part on the stage of human life, with actors of a theatrical performance playing a role in which they interpret in a particular way.

Through interviews with participants of three different organisations, I started to gain a strong understanding of the interviewees shared meanings on the topic whilst also gaining knowledge of the specific information needed to produce outcomes.
Saunders et al. (2009, p.107) note that the term research philosophy “relates to the development of knowledge and the nature of that knowledge”. Many authors have different views on research philosophies, and some include more philosophies than others. Saunders et al. (2009, p.108) demonstrate four philosophies which can be seen in the research onion above and include positivism, realism, interpretivism and pragmatism. However, Anderson (2004, p.42) states that there are two philosophies that are mainly used, which are interpretivism and positivism. According to Smith, Thorpe and Jackson (2008, p.56) it is important to take into consideration and understand both of these philosophies as research problems can often require a wide range of designs, which can be drawn from more than one philosophy. By using both approaches “they can compliment each other in providing an analysis of organisational issues that incorporates a range of perspectives” (Anderson, 2004, p.45). The interpretivist philosophy was used throughout this dissertation, which then led to an inductive approach. The main reason for this was because qualitative procedures were performed in order to collect in-depth information. In the dissertation I completed a number of interviews based on three organisations. From conducting these interviews, in-depth information was collected, in addition to this, observations were noted of the surrounding environment of each interviewee in order to understand their actions, motives and intentions. The aim of this research is to underpin the importance of the recruitment and selection process on meeting organisations objectives’. With the use of qualitative data through interviews, I interpreted the findings using academic literature on the topic with which conclusions were obtained. The research process is discussed in more detail throughout this chapter.
4.2.2 Research Approach

There are two types of research approaches that could be devised for the dissertation. These two types include the deductive or inductive approach, which are both very different, however some people may decide to perform both (Blaikie, 2007, p.59). In the deductive approach the theory (or hypothesis) comes first. Furthermore, the strategy is then chosen to test the theory. However, the inductive approach is the opposite, in that the data is first collected and analysed and then the theory is formed. In this dissertation it became evident that an inductive approach was the best approach to take. The inductive approach led to qualitative research performing interviews, as this enabled me to observe behaviors as well as facts over a period of time and therefore establish a case study. According to Saunders, Lewis and Thornhill (2009, p.126) the interview process provides an understanding of the behavior of the person being interviewed and also gives an overall better understanding of the experience. The data collected is then analysed with which theories are formed.

The data collected will be critically analysed in order to produce new discoveries and to draw conclusions. This approach was pursued instead of a deductive approach, as the data collected was of better quality, more specific to the topic and less generalized. Where as in the deductive approach quantitative data is collected, information is measured and it is less generalized. The inductive approach is known for being specific to HR and Management. Conducting the interview process for research can be comparable to that of an interview in the recruitment and selection process. By generalizing and implementing the information gathered throughout the interview process I was able to therefore generate theories from this data. The same way a HR professional will reflect, generalize and implement information from an interview of a potential employee. In conclusion, the main aim of an inductive approach is to generate new theories from data collected, improve an understanding of human behavior and also the collection of qualitative data (Saunders, Lewis and Thornhill, 2009, p.127).
4.2.3 Research Strategy

There are various details, which influence the research strategy. The strategy is channeled around the research question and objectives, the degree of existing knowledge and also the time available to complete the project (Saunders, Lewis and Thornhill, 2009, p.141). Some of the strategies that could have been used in this dissertation include:

- Case study
- Survey
- Experiment
- Action research
- Grounded theory
- Ethnography
- Archival research

The strategy chosen was followed on from the qualitative approach, and led to a case study. This strategy was chosen as it is explanatory and provides in-depth information on what was needed to formulate results. Three organisations participated in this dissertation in the form of a multiple case strategy. In this case, the findings from each organisation were analysed in order to compare and contrast. To gain a wealth of knowledge and understanding of each of the organisations a multiple case, case study strategy was the most effective. This strategy produces answers to the question ‘why?’ as well as the ‘what?’ and ‘how?’). Case study data techniques include, interviews, observation, documentary analysis and questionnaires (Saunders, Lewis & Thornhill, 2009, p.146). In this dissertation, interviews were conducted with five participants in management roles.
4.2.4 Research Choice

A single data collection technique was used for this dissertation, in this case in-depth interviews, furthermore known as a mono-method of data analysis. This research choice was used as there was a single qualitative data collection technique performed. The meaning behind selecting this method ahead of a quantitative or mixed method of data collection was because a more detailed structure was the main objective (Saunders et al. 2009, p.151-152). Single in-depth, semi-structured interviews were the only form of data collection performed throughout this research. The transcripts are been retained until the dissertation process is complete, including the issue of results. However, when the dissertation is complete the transcripts will be confiscated.

In contrast to a mono-method research choice, the term multi-method signifies a mixture of more than one data collection technique but this is limited within either a qualitative or quantitative research method (Tashakkori and Teddlie, 2003, in Saunders et al. 2009, p.152). The mixed methods approach is when both quantitative and qualitative research methods are used either at the same time or one after the other but does not combine them (Saunders et al. 2009, p.152). Evidently, in this dissertation a mono-method was conducted. In support of this, a single qualitative data collection technique in the form of in-depth interviews was completed.

4.2.5 Time Horizon

The time horizon is influenced depending on the research performed. Either a longitudinal or a cross-sectional research time horizon will be chosen. Longitudinal research involves the study and observation of change and development, which therefore is a time consuming process. A cross-sectional time horizon is used when the researcher has only a short period of time to complete a research project (Saunders et al., 2009, p.155). According to Saunders, Lewis & Thornhill (2009, p.155) cross sectional study is common in academic research as there is a time limit. Cross-sectional research involves the study of a particular phenomenon at a particular time (Saunders, Lewis & Thornhill, 2009, p.155). In this case, the dissertation was designed over a cross-sectional time frame, as there was a time limitation set by DBS.
4.3 Data Collection

4.3.1 Selecting Respondents

As mentioned above, I pursued a case study focusing on three organisations. Five respondents took part in this project each of which were contacted by email. There was a variety of candidates who took part, four of which were from the service industry and one from the manufacturing industry. Four of the interviews were performed face to face whilst one was conducted via SKYPE. There were many ethical issues to take into consideration, these are outlined in section 4.4.3.

Semi-structured interviews were performed in this dissertation process to collect the data. Depending on the flow of the conversation, this allowed for a range of themes to be explored. The use of semi-structured interviews meant that, as the interview process continued, additional questions were added or unused where specific results or subjects came up that had not previously been considered or were not relevant to the research topic. In performing these semi-structured interviews, participants were given the opportunity to answer questions and speak freely about different subjects associated with the research topic. Burgess (1982, in Smith, Thorpe and Jackson, 2008, p.144) emphasises the importance of interviews as “the opportunity for the researcher to probe deeply to uncover new clues, open up new dimensions of a problem and to secure vivid, accurate inclusive accounts that are based on personal experience”.

Structured interviews, also referred to as ‘quantitative research interviews’, were not used in this research project, as they use questionnaires based on a fixed set of questions. Structured interviews are more appropriate with quantifiable data, which was not suitable for the type of research in this dissertation (Saunders et al., 2009, p.320). Unstructured interviews were also not applicable for this dissertation as they are informal and can be quite time consuming. By using unstructured interviews it is very easy for the interviewee to steer off the chosen topic (Saunders et al., 2009, p.321). In this situation there is no set list of questions to work with so the researcher needs to have a clear idea of the topic that they want to explore.
4.3.2 Data Collection Instruments

As previously mentioned I conducted in-depth, semi-structured interviews as my primary data collection method. In order to collect data throughout the interview process a recording device was used. I noted down key words and phrases throughout the interviews also.

The interview questions were sent to the interviewees by email in advance to give each of them time to look through and prepare for the interview. It was obvious when interviewing the different participants who had looked at the questions in advance and prepared for the interview to those who hadn’t.
4.4 Data Analysis Procedures

Creswell’s data analysis model demonstrates how the data analysis procedure was carried out. The diagram below presents an overview of the data analysis process in qualitative research.

![Data Analysis Diagram](Figure 5: Data Analysis for Qualitative Research (Creswell, J., 2014, p.197))

This diagram suggests a linear hierarchical approach, however it is important to note that each of the steps demonstrated are interrelated and not always employed in the order shown (Creswell, p.2014, p.196). The data collected will have to be prepared in an organized manner in order to be able to conduct the analysis.
Transcribing interviews and scanning information, taking notes and arranging the data into different types depends on the sources of information (Creswell, 2014, p.197).

Reflection as well as note taking was an important aspect of the next stage in order to understand the information. Although it was a consuming process, the information gathered needed to be read and analysed thoroughly in order to draw conclusions. When the interviews were transcribed it was important for me to highlight different sections and key words in order to make it easier to analyse. Coding was a characteristic, which was used in order to highlight certain important words or sentences within the data gathered. This in turn will form themes and descriptions which will be discussed and analysed to draw conclusions (Creswell, 2014, p.197). Coding was important as all three companies wished for their organisations to be remained anonymous throughout the dissertation. Furthermore, throughout the Chapters 5, 6 and 7 these organisations are referred to as, Organisation A, Organisation B etc. The interviewees are referred to as Interviewee 1, Interviewee 2 etc. This is demonstrated more clearly in the next chapter.
4.4.1 Sampling Method

The main concept of qualitative research is to purposefully choose participants or sites that will encourage a better understanding of the research question (Creswell, 2014, p.189). Furthermore, a purposive sampling method was used for this research. It was important to choose the right people for this research, in order to collect appropriate and substantial information to therefore conduct an analysis and meet objectives.

I emailed my chosen companies a month prior to the interviews to therefore give myself time and the candidates time to reply and prepare. All five interviewees requested that their names and organisations remained anonymous throughout the dissertation. In this case, they will be known as, Organisation A, B and C and Interviewee 1, 2, 3 etc.

Thematic coding involved the transcribing of five interviews, which was a time consuming and repetitive process. The transcripts were read through many times in order to distinguish key themes and patterns. According to Miles and Huberman (1994, p.11) this form of analysis “sharpens, sorts, focuses, discards, and organises data in such a way that “final” conclusions can be drawn and verified.”

4.4.2 Limitations of Methodology

One of the main limitations in this dissertation was trying to get in contact with different organisations to accommodate me in my research. This was quite a difficult and on-going process. Some participants had to get approval from management and this took some time, especially when I had to keep getting back to them. I was constantly emailing them in order to get a response. One participant in particular had told me he could meet with me for an interview, however when it came down to the week before the meeting he let me down. In the end, the only option was to do a SKYPE interview. It worked out fine in the end and I received an excessive amount of good quality information from the interview about the organisation. It was quite a daunting process and I would have preferred to meet the participant in person, however it worked out ok and I got the information I needed.
I had to take into consideration that this was a voluntary process for these participants and they were taking time out to accommodate me. One of the participants didn’t share much information with me and had very little interest in the research topic. I thought this would leave me with insufficient data to work with, however, interviews with other participants proved to be more valuable. In the end I had enough data to work with which contributed to the findings and discussion of this dissertation.

Coming from the outside as a student and not working within any of the organisations who participated, I lacked status, therefore it was important to have a good understanding of the topic in order to explain it with confidence. According to Saunders, Lewis and Thornhill (2009, p.328) having a clear explanation of the research topic and questions will enhance the approval of individuals and therefor led to a better interview experience, gaining more information. It was important to produce clear questions and if they needed to be elaborated on I could do so.

The location of the interviews was important to take into account. As mentioned before one of the interviews was conducted via SKYPE and was completed from a room in my house. For the rest of the interviews, I travelled to where the other two companies were based.
4.4.3 Research Ethics

Cooper and Schindler (2008, in Saunders, Lewis & Thornhill, 2009, p.184) define ethics as the ‘norms or standards of behaviour that guide moral choices about our behaviour and our relationships with others’. It is important to keep the collected information from the individual being interviewed confidential. This was the main ethical concern in this research. Due to confidentiality, all interviewees wished for their names and their organisations names’ to remain anonymous throughout the dissertation, thus they were referred to as Organisation A, B etc. and Interviewee 1, 2 etc. This also accounted for the different organisations, which were known as Org. A, B etc. Interviewees had the right to withdraw their participation at any stage if they wished so. In this dissertation there were five participants interviewed, four of which were face to face and one via SKYPE. It was important for participants to give their consent in order to continue with interviews. This required me to inform the participant about the exact nature of the dissertation and purpose of which the data collected was used for. In order to proceed with my research, the process and aim of the dissertation were outlined in a consent form. The interviewees and myself then signed the consent forms. These consent forms are not included in the dissertation as the participants wanted their names to be remained as anonymous due to confidentiality.

It was difficult to get in contact with some participants. Some of them had to seek approval from management, which took some time. Others were just very busy with work that it took them time to reply to my emails. Even after this, organising a day and a time was difficult in order to work around different participants work schedules.

Due to the fact that the interviewees who took part in this dissertation wanted their names and the names of their organisations to remain anonymous I used coding throughout my findings, discussion and conclusion. This can be seen later on in the dissertation. The data collected from these interviews was stored for the duration of time I needed to transcribe each of them. After the transcriptions were written up I deleted the recordings. I retained the transcripts for the duration of my research in this dissertation however, when I finished my research I confiscated the transcriptions.
5 Findings

5.1 Introduction

The purpose of this chapter is to present and illustrate the key features and results of the primary research, which was conducted through five in-depth semi-structured interviews. These interviews were performed throughout the month of April. The analysis in this chapter aims to present the main objective of the dissertation:

- How important is the strategic recruitment and selection process on meeting an organisation’s objectives?

As previously mentioned, five in-depth, semi-structured interviews were conducted. Each of the participants work at different professional levels. The first participant was manager of graduate recruitment for a company in the manufacturing industry. Interviewee 2 was Operations Vendor Manager and Interviewee 3, Customer Operations Manager both from a call center in the service industry. Interviewee 4 was Service Desk Senior Manager and Interviewee 5 was Service Desk Director of another call center in the service industry. These participants were chosen so as to gain a variety of opinions and views on topics related to the research question. Each of the participants who took part in this research wished for their name and organisation to remain anonymous. The diagram illustrated on the next page gives a description of how each of the organisations and interviewees will be addressed throughout this chapter.
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<thead>
<tr>
<th>Manufacturing Industry</th>
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<tr>
<td>Organisation A</td>
<td>Organisation B</td>
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<td>Interviewee 1</td>
<td>Interviewee 2</td>
<td>Interviewee 4</td>
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<td>(Management of Graduate</td>
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X Indicates if the interviewees mention the name of their company or other companies throughout the interview.
5.2 Findings

My findings are broken down into sub headings. These include:

- Core Competencies
- Alignment of the job analysis/ description with the vision of the organisation
- Alignment of recruitment and selection with the organisations objectives’
- Benefits of employing graduates

5.2.1 Core Competencies

In this section, the core competencies sought after in each organisation were demonstrated. Core competencies obviously depend on the job role each company is recruiting and selecting for, however this question was asked on a general basis. Some of the organisations look for similar competencies and this will be identified in this section.

I asked:

“What are the core competencies you seek when recruiting?”

Interviewee 1 replied:

“I suppose we recruit grads primarily in 2 areas: business and technical – technical being engineering. I suppose a particular expectation is that people will have a good grasp of the basic subject matter, so be it engineering, business, marketing, business development and then it will be down to personal things like: flexibility, commitment, being a self-starter because at the graduate stage the vast majority of grads are coming into the jobs market at least at a full time basis for the first time, that was one of the conditions we set. The original aim was to get people ideally graduating in the same year they join the company. Be it at undergrad or post-graduate level, we will look at people who have been out of college for a year.”

In order to start a career in Organisation A, it is important to note that they are quite strict on qualifications that are required. A potential employee needs to have a thrid
level qualification in either the business field or the engineering field depending on the job role they are applying for. As well as the qualifications and core competencies sought after in Organisation A, the application and induction process is quite complex.

Furthermore Interviewee 1 explained:
“A graduate applying for the graduate program they would have to go online, download the application form, its an 8 page long form, and although it is not the most difficult it is time consuming, you wont do it in less than four hours and you wont do it from start to finish and that does put people off.”

Interviewee 2 replied:
“The most important thing is that the person is very enthusiastic about what this companies job is about. So they need to really fit our needs in terms of being very flexible, being positive, positive attitude, they have to be definitely very interested in customer service, because our customers are the heart of the company so this year we are really focusing on the customers so it means that we want the employees to be fully focused on the first call and resolution for the customers and the customers are part of the strategy that we are trying to follow.”

Interviewee 4 replied:
“One of the main things is recruiting for customer service and training for technical support so we do expect them to have some technical background. What we have found over the years is that when we recruit the very technical people they didn’t exactly have the best customer service skills. So we now recruit more so for the customer service. So the competencies that they would need are attention to detail as in the work that they do and proof that they truly customer focused, whish is not covered by the person stating that they “customer focused”. They need to be able to multi task because there’s constantly things happening and they need to be I suppose open to feed back and open to collaborating with other people. There’s a big sense of collaboration at the desk so having people being open to that and I suppose flexible to working with others is important.”
It is interesting to note here that all three organisations looked for flexibility as a core competency when recruiting and selecting. In Organisation’s B and C there was a clear resemblance between the core competencies sought. As both companies are call centers for the services industry they both strongly emphasise the need to recruit and select potential employees who are customer focused.

5.2.2 Alignment of the job analysis with the vision of the organisation

This section shows how significant the job analysis is in the recruitment and selection process and therefore it is important that sufficient time and effort is put aside to assemble it. However, not all organisations felt the need to assemble an informed job analysis. Evidence of this can be seen below.

I asked:

“Do you spend time on the job analysis?”

Interviewee 4 replied:

“So I am currently leading that with my group of managers and were going through a process of change at the moment. At the very start when they walk in the door what we’re looking for, as well as how they progress up. So we’re looking at maybe changing some of the roles and introducing more coaching, developing and mentoring goals to the more senior agents so that they can go and outline paths for them so that they can go into people management or become team leaders. We are basically putting another path level in there for them, so that they can see that vision going ahead.”

Interviewee 1 replied:

“No. We’re talking about a multinational business. I don’t work directly with X, they are a client of mine. When it comes to key positions they will sit down and decide what they need in terms of the individual. Now that’s done, as you can imagine, in I suppose in varying degrees of detail, clearly the more senior and more key the position the more likely the more detail is given to it. The more junior the role the less so. That would be the same in any organisation and I can speak about that from the perspective of HR practice. But do they have a form where they sit down in the classic
“Armstrong” mode: you know your job analysis and go through... No. But I don’t know too many companies that do. People instinctively... do organisations review job descriptions? Sometimes they do but in times of rapid change its very difficult to keep up, it seems like an administrative chore trying to keep up, with changes in a job, a little thing here and a little thing there, you don’t go back to the record, you just modify. A key feature that should be in every job description, should be “any other duty you may reasonably be expected to perform” and that covers multitudes.”

It was interesting how Organisation A’s reply and opinion to the job analysis was very different to that of Organisation C. This will be discussed in more detail in chapter 5.

I asked:
“What is the long-term vision of the company?”

Interviewee 4 explained:
So the company has, I suppose three objectives. We have a three-year strategy really and one of them is I suppose to achieve a 1.85 billion sales in the three years. So we’re at the third year of it and we’re quite close to it at the moment so we’re at 1.8 so just that 5 to go. We do this to provide financial security to our customers and also to give them the best investment options as well. We also have a thing called the four-pillar strategy. That is to be the best and the biggest life insurance company in Canada, to improve our international and our US business as well, to become one of the top 5 players and also to grow our Asian business, so it can become one of the top providers in Asia. We also want to increase sales growth there. And finally, we own a company called X and one of the goals is to increase sales with X.

I then asked:
“Is there a link between the long-term vision of the company and the job analysis?”

Interviewee 4 replied:
“There is, so for us our mission is to get customers back up on their feet as quickly as possible. We provide 24-hour technical support. So if our employees around the globe are down or their systems or computers are down, they can’t work they cant make
business or operate as they should be. So our goal as a support organisation is to make sure they are back up and running so in the job description we need to make sure that our agents have the technical skills as well as customer service skills. The competencies are important here for example, social intelligence and emotional intelligence and the ability to see things differently. We want them to look not just at customer service but also we want them to look at the whole experience. We don’t want to say “please call back and we’ll have a look at your computer” its all about making sure that person is back on track so they don’t have to wait for days, and their issue doesn’t continue and that the person is not down and cant continue their business.”

Interviewee 1 replied:

“I would have to say in the sense if we could put the word “job analysis” in quotation marks as I described it, I would have to say instinctively yes, because when your recruiting you will have an immediate need, (certainly be through of X) but they will have an eye not just for the job that it is but for the job that it would become/ could become or whatever and they will also be directly talent spotting. Recruiting people who can not only do the current job but also have the potential to perhaps grow and develop. This is an expanding business and it is an amazingly innovative company and it is only that because of the people in it. And I’m not saying that because they are a client but they are an amazingly innovative company.”

Organisation C gave a clear description of how they align the job analysis to the long term vision of the Organisation. Organisation A, had quite a different response to this question.
5.2.3 Alignment of recruitment and selection with the organisations objectives’

It is important for any organisation to employ people who will make a contribution to the objectives set out for the business. Therefore, aligning the recruitment and selection process with the organisations objectives’ is a significant factor and this is evident from my findings.

I asked:
"Is recruitment and selection aligned with the organisations objectives’? How?"

Interviewee 3 answered:
“Yes, for example we are moving into different markets and taking different products and recruitment is obvious around the growth of the company, which is the main objective… growth. ”

Interviewee 4 answered:
“I think it is with regards to what we are looking for and how we as a support organisation can help the main business. We do look for the people who can help the customer’s issue, who have good customer service; they are the things we look for in recruitment they are the things that will be in our job descriptions. They are the things we look for, in order to help the business.”

Interviewee 2 replied:
“Oh yes it is 100%. So its very important to us otherwise, if we didn’t meet expectations it means that the people are not the right ones. So we actually have specific tasks for employees to meet that we try to fulfill and it actually works very well. If you find the right fit then most of the time that successful candidate will last so we don’t have such a high attrition so that’s why.”

Interviewee 5 answered:
“Yes it is. So the language that we use is all tied back to the main strategy from the CEO. So when were doing the selection we have to make sure that we’re using that language and using the same criteria.”
When I asked:
When recruiting, what sourcing channels are used?

Interviewee 4 answered:
“We get it through our website, people apply directly through the website, and the referrals are through our employees. We’ll advise employees that there are jobs going and they send in people they know and colleagues that way as well.”

A variety of answers were given to the questions under this heading. Recruitment and selection is a valuable process and when it is done right, can encourage and motivate the organisation in building a strong team and furthermore target objectives.

5.2.4 Benefits of employing graduates

This section highlights the benefits of recruiting graduates. Today graduates are leaving college with high qualifications. This suits some organisations, whereas others, it may not be seen as valuable. Some organisations prefer candidates with more work experience rather than third level qualifications. Again, this was throughout this chapter.

I asked:
“What are the benefits of employing graduates?”

Interviewee 4 answered:
There are two things we seek and it depends where they come from. Sometimes when we have graduates and they have no previous work experience, this is their first job so you have to go through teething problems first. There just things like time keeping, you know not going out for a cigarette every ten minutes. Things that you act on quickly and let them know that this is a professional job and you know they’re only small things. But sometimes graduates have a particular new way of thinking. They are definitely interacting with social media more, they are more collaborative, their expectations are different, they tend to expect to have progression really really quickly perhaps without maybe having the experience behind it, but they’re the kind of things we do see.”
Interviewee 5 replied:
“*They bring in fresh ideas* and new technologies that typically we may not use. *They’re bringing in cutting edge technologies with them. They’re learning about new processes and are learning about new procedures and sometimes they can bring that with them. They also bring a bit of freshness to the organisation also. We don’t always look for graduates or select on the terms of someone’s educational background, we look at more so the experience people have and what experience can they carry through to our organisation.*”

It was evident in the two interviews from Organisation C that graduates bring fresh ideas to their organisation, however also noted was that it is not a major advantage to have a third level qualification to work in their company.

When I asked Interviewee 1:
“What are the benefits of employing graduates?”

Interviewee 1 replied:
“You are recruiting raw talent with considerable attention. They are partially inexperienced. Another side of this, being involved in graduate recruitment, I don’t know what it is like currently but certainly lots of organisations will lose people that are graduates because people find the job isn’t for them, they have made a mistake, the organisation wasn’t what they perceived it to be, the job doesn’t fit. If you take someone who has already been in employment and maybe they have only been with the company for a year or a year and a half people will always be suspicious in the sense of whether they are going to stay particularly if they say, “it is not what I thought it would be”. I personally prefer to put people into a series of placements if possible at that stage because they have made initial career choices at age 17 or 18. Now an increasing number of degree programs will have placements, which may or may not have relevance to what we are going to do in a particular organisation but I think and know from experience that if you give them exposure to business over a period of time and if you have the needs to do it and manage it properly the first thing that will happen will be that they will quickly decide what they don’t want to do and then they will begin to clear out the clutter and focus on what they do want and what they are interested in.”
Interviewee 3 answered:

“I think the benefits are that we can gain different skills, I think it is important to have a diverse mix of graduates and employees or candidates who have experience in the work force as well.”
6 Discussion

6.1 Core Competencies

Regarding core competencies, it was evident that Organisation A was going to seek different competencies than Organisations B and C. As Organisation A is in the manufacturing industry, two of the main competencies that they look for are candidates in the field of engineering and business. Candidates applying for Organisation A “have to have a good grasp of the subject matter”. They do not employ people who do not have a third level qualification in the area of business or engineering. This organisation is very strict on who they recruit and select and make clear to candidates that, unless they are willing to work and live abroad not to apply for a job. Organisation A doesn’t employ graduates who have a diverse educational background. They only train graduates from a business background mainly in the field of marketing and more recently business with finance. Engineers are the backbone of this company also and they look for a range of engineers – mechanical, mechanical and manufacturing, structural, chemical and process, electrical and electronic, and mechatronic. If a person is successful in getting a job with Organisation A and demonstrates that they can provide the competencies sought, there is great opportunity to progress rapidly within the business. In conducting my secondary research I found that core competencies are a major source towards the contribution of sustaining competitive advantage. In order for organisations to plan the development of their employees, core competencies need to be in line with the objectives. They are a necessity in the strategic recruitment and selection process.

Evidence shown in my findings demonstrated that customer service is the main competency sought by Organisation’s B and C. As both of these organisations are call centers in the service industry their main objective is to please their customers. For this to transpire, both organisations have the same aim and that is to help the customer with their request or problem in the first call. Organisation C made it clear that they do not specifically look for an educational background on a CV and that they look more so for experience. Both of these organisations are global and made it clear that diversity in general is important for their companies. Organisation B noted that diversity is what makes the culture of their company very strong.
Organisation C noted that they have employees from the hospitality sector who have excellent customer service skills from experience of working with people on a daily basis. In organisation C, it is not essential to have a third level qualification, as demonstrated they look for core competencies and experience. Core competencies are a requirement when recruiting in order to fulfill an organisations objectives’ as well as the for the job position. Another aspect to note in this section is that attracting talent is a focal point when seeking core competencies.

A competency sought after by all three organisations was flexibility. Taking this into consideration flexibility can be seen as a major characteristic in a potential employee. If someone is flexible in their place of work it shows they are committed. It also demonstrates that an employee can work well in times of change. Furthermore, they will more than likely be rewarded in return for this. In my secondary research I found that organisations look for flexibility, as it is important to have employees who can adapt to constant changing customer needs. As well as this, being able to work with others is another competency, which can be highlighted in Organisation C. This can also be linked with flexibility and being able to get on with others in the workplace.

### 6.2 Alignment of the job analysis/ description with the vision of the organisation

In most organisations you expect them to have an informative job analysis. However, it was interesting to note that in organisation A, Interviewee 1 made it clear that they do not spend time on the job analysis. In my secondary research, Clifford (1994, in Siddique, 2004, p. 221) highlights that organisations that proactively and consistently create job analysis tend to have a much better understanding of their employees capabilities, and can take the time to improve any flaws in their skills and behaviors. However, Organisation A is, as Interviewee 1 revealed, *“an amazingly innovative company”*. They are a multi-national organisation and in argument to literature on the topic of the job analysis, Interviewee 1 did not see the major importance of spending a lot of time on it. They did however make a valid reason as to why they didn’t spend time in creating a job analysis. In relation to the vision of the company however, the job analysis was aligned with it.
Interviewee 1 stated that there is no point spending time on a job analysis, as employees will always be asked to do something outside of what their job specification is. They said, “Clearly the more senior and more key the position, the more likely the more detail is given to it. The more junior the role the less so.” Today job roles are changing rapidly. It is hard to keep up to date and to be constantly modify a job analysis, as it becomes a monotonous task. In many organisations, not just in Organisation A, employees will always be asked to perform something outside of what their job entails or what was stated on the job analysis. It was interesting to see this outlook on the job analysis, as in my secondary research it was demonstrated as a significant aspect of the recruitment and selection process, especially in relation to the objectives of an organisation.

Organisation C does spend time conducting a job analysis and also gave evidence that it is aligned with the long-term vision. Interviewee 4 indicated “we’re going through a process of change”. When recruiting they wanted potential employees to know everything the job entailed from the moment they walked in the door on their first day, to future opportunities like becoming a team leader or being involved in people management.

Organisation C provides 24-hour technical support to their employees around the globe. In order for this to run smoothly, customer service is a key concern for their business. Making sure the right people were employed, they put a major emphasis on “customer service” and highlighted this in their job analysis. Social intelligence, emotional intelligence as well as seeing things from a different perspective were competencies sought. For Organisation C it is very important to have the competencies, the tasks included in the job role, the objectives of the organisation and also future employee opportunities demonstrated in the job analysis. These are all features which contribute to the long-term vision of the company.
In the case of Organisaiton A, what interviewee 1 stated about the job analysis was legitimate and informative. They didn’t spend time on the job analysis. Different jobs change all the time and it would be too difficult and time consuming to keep updating each job analysis. Except for “when it comes to key positions they will sit down and decide what they need in terms of the individual”. However, they did link the long-term vision of the organisation to the job analysis. As well as recruiting new employees they will be constantly talent spotting, “recruiting people who not only do the current job but also have the potential to grow and develop”. In Organisation C, they were currently updating their job analysis, as there is a lot of change taking place in the business. They do spend time putting together informative job analysis and made sure the long-term vision was aligned with them. In any job when recruiting, companies will be looking for employees who will be able to grow and develop and therefore the job analysis may not include absolutely everything that the job role will entail. In this case, it would be fair to say that depending on the organisation, the job role that the organisation is recruiting for, and the competencies sought after, determines the time spent and the information shown on the job analysis.

6.3 Alignment of recruitment and selection with the organisation’s objectives

Recruitment and selection is a time consuming and costly process therefore, it is important that it is done right. Today recruitment and selection is considered a key contribution to the sustainment of competitive advantage. Furthermore, recruiting the right people and selecting them to train, develop and work is a major feature in any organisation. Interviewee 3 gave evidence that the main objective of Organisation B was growth. Therefore, recruitment and selection is seen as a major contribution to their objectives. Interviewee 3 also highlighted that their organisation B have a really diverse work force. Furthermore, the diversity of this organisation was a major aspect in the alignment of the organisation’s objectives’. Research gathered from literature on this topic demonstrates that decisions made in the strategic recruitment and selection process will impact the organisation in the future. Therefore, it is important that there is a substantial amount of time and money devoted to this process. Bad decisions made in the recruitment and selection process will effect the organisation in the long run.
Organisation C stated that the strategy of their business is the language they use. On top of this, pleasing their customers is very important to them, so they are keen to recruit people with good experience in customer service. They also mentioned that they have a lot of people in their team from the hospitality industry. This shows how transferrable skills from one type of work to another can be an advantage. People from the hospitality industry are constantly meeting, greeting and looking after new customers and are usually very good with people in general, hence why Organisation C seek good customer service as a key aspect for the company. Interviewee 4 highlighted that a lot of their recruiting is conducted by referrals. When an employee recommends someone to the organisation and that someone is kept on the employee is offered an incentive. This is a common form of recruitment as current employees’ can share their knowledge of the organisation and therefore create a good referral.

Organisation A did not give an explanation to this question, however I think they made it quite clear throughout the interview process that it is not an easy company to get into. They are not going to waste time employing people who don’t have the right qualifications needed to pursue a career in this organisation.

### 6.4 Benefits of employing graduates

Interviewee 1 made it quite clear that they only recruit on the basis of certain qualifications. These qualifications can only be in the field of business or engineering. Organisation A has their own graduate program so their main sourcing channels are that of Universities. One of the main reasons Organisation A introduced the graduate program was to create an addition to their talent pool. The advantage of a graduate program is that it offers students the opportunity to gain an awareness of what the company expects of them. They also obtain experience of the working world. Organisation A is a highly innovative, global organisation and a big part of their strategy is based around the recruitment of graduates. Literature in my secondary research demonstrates that recruiting graduates is becoming a key factor for many organisations as they are contributing to the talent strategy (Beattie, 2014, p.24). Furthermore, this is evident in Organisation A.
Today, many organisations seek employees with diverse educational backgrounds. This is so that different and fresh ideas can be brought in. Along with this, organisations can train graduates to suit their organisation and promote what the organisation want and hope to achieve. A fundamental aspect of recruiting graduates is that they are adaptable and are eager to learn new skills.

In Organisation C, Interviewee 5 noted that graduates bring in new and fresh ideas. They bring in skills that may help other employees for example, new technologies. For any graduate today, it is essential that they carry a good knowledge of basic computer software for example Microsoft word and PowerPoint. This knowledge can then be carried on into the work place. In Organisation C they are keen to recruit graduates from different backgrounds, for example they have a geologist in their group. They also have many employees from the hospitality industry. Recruiting graduates with different backgrounds can impact an organisation positively in that as Interviewee 5 said, they can bring “fresh ideas”. Problem solving, presentations and communication are all forms of transferrable skills, which are obtained in the duration of a third level qualification. Additionally, these transferrable skills are carried through to the working world and are considered essential by many employers today.

Interviewee 5 highlighted that it is important to recruit graduates, as they add to the diverse mix of employees in the work force and diversity plays a significant role in this company.
7 Conclusion & Recommendations

The purpose of this study was to highlight the importance of the strategic recruitment and selection process on meeting an organisation’s objectives. It was evident from both my primary and secondary research that the strategic recruitment and selection process is fundamental to the running of any organisation and its objectives.

To highlight the research question again:

- **How important is the strategic recruitment and selection process on meeting an organisation’s objectives?**

This dissertation provided the reader with a well-defined research question. The purpose of this dissertation was to provide a well-structured, informative literature review that contained four themes associated with the research question. These themes included Organisations Objectives, Strategic Human Resource Management, Strategic Recruitment and Selection, and Talent Management. The literature review was then followed by the methodology, which gave the reader an insight into how the primary research was conducted. Each of the stages in the methodology was formulated by following the layers of the Research Onion.

7.1 Summary of Findings

It was interesting to see the various perspectives on each of the topics discussed in the interview process with the different participants. Organisation A obviously stood out from the other two, as they were strict on the qualifications they sought. It was evident from my findings that all three organisations recruited and selected in order to meet their objectives. Organisation A were a highly innovative global manufacturing company, so therefore they were recruiting and selecting potential employees with specific qualifications to suit the roles of the business. This was in comparison to organisation C, where they recruited mainly depending on the experience that the potential employee had. Organisation C’s main goal was to provide effective customer service to their customers.
This in turn demonstrated that they sought skills based around customer service, for example a lot of their employees are from the hospitality industry. Organisation B highlighted that there was a lot of diversity in their work force and that’s what makes the culture of the company very strong. Growth was a long-term vision and a clear objective for the organisation, as they were looking to expand into different markets around the global.

The importance of the recruitment and selection process stood out in all three organisations. In order for each organisation to target their objectives it was evident that strategic human resource management was a focal element in their businesses.

7.2 Limitations

The limitations for the research in this dissertation are highlighted in the methodology, however, I will mention again that one participant provided me with very little information and showed very little interest throughout the process of the interview. This participant provided me with very little material to work with. However, the information collected from the other participants was substantial and of good quality. The quality of the material I obtained from the other participants gave me sufficient information to work with. Furthermore, the information gathered made a great contribution to the research in this dissertation.

Another limitation throughout this research was that when I asked participants (particularly in organisation B) questions in the interview process, they gave me answers that were obvious. They were quite general with their answers and not specific to their organisation. It gave me the impression that they were not honest with their responses and didn’t want to give much detail about their organisation to me. I thought this might leave me with inadequate material to analyse, however this was only the case in one organisation. Input from the other participants was a lot more verbose and informative.
7.3 Further research

For future research I would like to focus more attention on the subject of Talent Management and how there is a major emphasis on it in organisations today. Included in Strategic Human Resource Management, talent management is a key concern in many large organisations. Companies are becoming more aware of their employees and investing more time and money into training and development. It is important that HR Management use the right processes to attract, develop and retain employees in order to create a powerful business. I would like to conduct further research into how talent management is merged into an organisation’s vision and how important it is to target an effective talent pool.

7.4 Recommendations

- Based on the findings of this research, I would recommend that organisations design a clear and descriptive job analysis. However, evidence shown in my findings, from one of the organisations, proved that nowadays when people are applying for jobs they will nearly always be asked to do something outside of what was specified in the job analysis. Literature places a major emphasis on the job analysis and it is seen as a major feature in the recruitment process. I do think this depends on the job type. Furthermore, there should be less time spent on the job analysis and only the main tasks involved in a job role should be highlighted. Flexibility was considered a consistent competency in all three organisations that participated in this dissertation. I think this should be emphasised in the job analysis also.
8 Bibliography


9  Appendix

9.1  Reflections of Learning

9.1.1 Learning Style
Throughout the course of my MBA not only did I gain an extensive knowledge about all things business related, I also got to understand what exactly was my learning style. Personal and professional development was a module, which was studied in the first semester of the course, which taught us the importance of self-development and reflection. Throughout the course of this module I undertook the Honey and Mumford Learning Styles Questionnaire. By taking this questionnaire I discovered that my learning style was that of a reflector. As a reflector I learnt best from observing others and reflecting on activities, which were performed throughout the year. Throughout the course of my MBA the reflector style became more evident as time went on. It became more so obvious when doing group-work, as I tend to observe others and then give my opinion or thoughts. I tend to think a lot before acting on something. From reflecting on the dissertation process the reflector learning style was distinct. When conducting research for my dissertation I collected various forms of information from a number of sources that complimented my dissertation topic. I am liable to spend a lot of time investigating research in order to get to the bottom of a problem or a question, which was evident throughout the dissertation process. However, it was important to know when to stop searching for information. I set myself targets each week by designing a timetable on a calendar in order to get certain sections finished in a particular time frame. Some weeks this worked, other weeks it wasn’t possible and therefore I made sure to set time aside for completing sections the following week.
9.1.2 Challenges Encountered

1. I am not that confident in myself I found it hard to deal with the overall process of the dissertation. It was a daunting process at the start and especially after the first meeting with my supervisor, going through the different stages and marking scheme. I have never worked on such a large piece of work on an individual level before, so I found it quite intimidating. With effective guidance and support from my supervisor, along with my very good exam results at the end of the year I believed it was all going to be possible and the end result would be worthwhile.

2. As I work part time waitressing in the Hotel in my hometown and also teach the harp, the dissertation process left it hard to juggle these as well as find the time to meet friends, attend yoga and the gym and also make it to social events. I made out a study plan in order to fit everything in. I set myself deadlines and made the commitment to get up every morning at 7.30 a.m. I found this hard, to get up early and discipline myself to sit at my laptop every day. There were times where the dissertation was left to one side for a day or two due to unplanned events. It was very hard at the start to find the motivation to get into a strict routine, especially when I didn’t know what hours to expect in work every week. In the third week of April, with only a little over a month until the dissertation was due, I requested time off work until the dissertation was complete. Fortunately, the management was very understandable about my decision and I was able to take the time off. This left it a lot easier to manage my time and spend more time on my dissertation, as this was at the top of my list of priorities.

3. I can be quite a shy person in general, so it is difficult for me to speak to new people, especially over the phone. Trying to organise interviews was a difficult aspect for me throughout the dissertation process. Even the thought of doing interviews was quite an uncomfortable prospect for me. I felt quite overwhelmed at times, especially when dealing with professionals. I lack a lot of self-confidence at times, but I definitely overcame this fear in the final six weeks of the dissertation process. I tend to worry a lot about little things as well as overthink situations, which at the end of the day only makes matters harder.
4. Trying to get in contact with different organisations to accommodate me in my research was quite a difficult and on-going process. One participant in particular had told me he could meet with me for an interview however, when it came down to the week before the meeting he let me down. In the end, the only option was to do a SKYPE interview. This made me quite anxious and as I am quite a shy person the thoughts of meeting someone I had never met before was quite intimidating, especially when it was over SKYPE. Meeting the next two participants was a lot less daunting as I had experienced the process already. These participants were interviewed face to face and were quite friendly which made the experience a lot more relaxed.

9.1.3 Reflection on the Learning Process

From evaluating my learning process throughout the course of my MBA program it is evident that I am a more confident person. As well as increasing my knowledge of the business world it has also made me a more motivated person. From travelling to Dublin from Cavan to college everyday, it became both emotionally and physically draining however, when I look back on it now and realise how well I done in my exams it all paid off. The work I put into the course definitely reflected in my results and no words could describe the feeling of seeing the hard work and dedication pay off. The overall experience has helped me improve my organisational and communication skills, from working in groups with other students, reaching deadlines and also by approaching lectures about different matters. The MBA course has provided me with the knowledge, skills and positive attitude needed to pursue a career in the business world.
9.1.4 Plans to apply/ sustain the learning

As I am still only in my early twenties I know I have a long way to go in terms of both learning and developing my skills however, with the extensive amount of knowledge gained as well as building my confidence and over-coming many fears and struggles it is evident that this course has made a big impact on my life. It was interesting to notice that in doing a reflective journal I got to understand where my weaknesses and strengths lie. Being elected as Class representative in the first semester contributed to my confidence immensely. There were many aspects throughout each semester where important decisions had to be made especially when doing assignments and group work. I know all of the learning outcomes and experiences I have witnessed throughout the MBA course will stand to me when it comes to life decisions and job opportunities in the future.
9.2 Interview Questions

Title: The Importance of the Strategic Recruitment and Selection Process on Meeting an Organisations Objectives’

1. What is the long-term vision of the company?
2. (a) Do you spend time on the job analyses/ description?
   (b) If yes, why?
3. Is there a link between the long-term vision of the company and the job analyses?
4. What are the core competencies you seek when recruiting? (Graduates)
5. What are the benefits of employing graduates?
6. Do you think recruiting and selecting graduates with a diverse background is essential?
7. When recruiting, what sourcing channels are used?
8. What has been the most proficient sourcing channel in recruitment in the last five years?
9. What are the main of objectives of the organisation?
10. (a) Is recruitment and selection aligned with the organisations objectives’?
    (b) How is recruitment and selection important on meeting the objectives of the organisation?
11. What are the main steps in preparing for an interview?
12. What does the training process for a new employee entail?
13. How do you align talent management with SHRM?
14. Do you use HR metrics? What kinds of metrics are used?